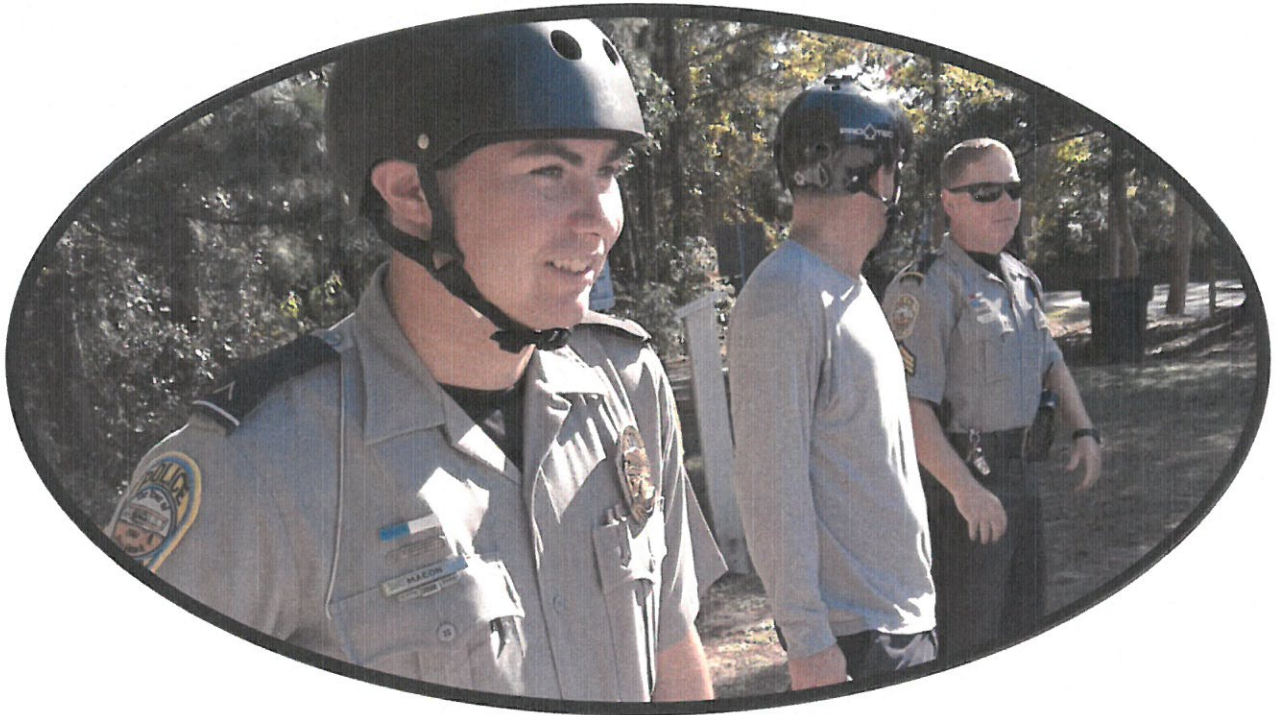


TOWN OF KITTY HAWK, NORTH CAROLINA
OPERATING BUDGET

FISCAL YEAR
2021-2022





Elected Officials:

Mayor
Mayor Pro Tem
Councilwoman
Councilman
Councilman

Gary Perry
Craig Garriss
Lynne McClean
Jeff Pruitt
David Hines

Leadership Team:

Town Manager
Management Assistant
Finance Director
Fire Chief
Planning & Inspections Director
Police Chief
Public Works Director
Town Clerk

Andy Stewart
Melody Clopton
Liliana Noble
Mike Talley
Rob Testerman
Joel Johnson
William Midgett
Lynn Morris

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April 26, 2021

Honorable Mayor, Town Council and Citizens
Town of Kitty Hawk, North Carolina

In accordance with Section 159-11 of the North Carolina General Statutes it is my privilege to present for your review and consideration the FY 2021-2022 balanced budget for the Town of Kitty Hawk. This document represents months of work by dedicated staff and reflects revenues estimates and expenditures based upon an ongoing review of operations.

Summary

In 2020 the budget was difficult to forecast given the uncertainties surrounding the COVID-19 pandemic and repercussions it would have for the Town of Kitty Hawk. Town Staff and elected officials were left struggling to understand the health, economic, and social impacts the virus would create for the Town. These uncertainties placed a greater responsibility on the Town's Mayor, Town Council and Town employees over the course of the next year to protect the general welfare of the residents during this crisis. The Town Council was tasked this past year with making unprecedented policy decisions, attending multiple special meetings, and making decisions that impacted the entire Town. The Town's elected officials should be commended for their efforts as the pandemic was certainly an unprecedented event. Town employees have played an equally important role throughout the pandemic by carrying out these policies set forth by the Town Council. Town Staff has remained dedicated and have worked on the front lines providing critical services to residents while acknowledging the health risks associated with COVID-19.

The financial and economic impacts as a result of the pandemic are more predictable as we begin the FY 2021-2022 budget process. Local businesses have adapted to the new normal and tourism is thriving as the rural beach vacation is becoming more attractive to those living in more densely populated areas. Low interest rates, inventory, and the location of the Outer Banks has sparked high demand in local real estate market and property values have increased. The Town of Kitty Hawk's budget relies heavily on occupancy and sales tax revenues generated from the tourism industry and disruptions in the economics of tourism can drastically impact the Town's budget. The unknown effects of the pandemic raised caution with these revenue sources in the FY 2020-2021 budget, however, the Town did not experience a reduction in tourism as a result of COVID-19. Occupancy tax revenues that have been collected in 2020 show a slight growth in revenues indicating a strong tourism year for the Town of Kitty Hawk.

The proposed budget recommends a total spending in the amount of \$10,168,483 as compared to the current year's budget of \$9,759,453. The current Town budget represents a 4% increase in revenues as compared to the previous FY 2020-2021 budget. The increase can be largely attributed to budgeting only 50% of the historical collection of Occupancy and Sales Tax in the FY 2020-2021 budget as a result of the uncertainty related to the pandemic. Occupancy and Sales

Tax revenues fund 33% of the Town's core services operating budget. Core services include staffing and expenses needed to operate effectively on a day to day basis. The two revenue sources have been adjusted back to historical averages for the FY 2021-2022 budget as tourism revenues were not affected in the current year.

The proposed budget also adopts a Budget Ordinance in the amount of \$3,500,000 for the proposed construction of a new Police Department and Fire/EMS Substation on Town owned property on US 158. The project is not identified in the operating budget document totals and instead is being adopted as a special projects Ordinance. The proposed debt service in the amount of \$100,000 for the project is budgeted in the Police Department budget as this expense will be an annual expense until the debt service is satisfied. The budget proposes financing \$1,500,000 to construct this project in addition to \$2,000,000 in cash from the Capital Reserve Fund. The project is currently projected at \$3,500,000 but could change based on final design and construction costs. The Town recently issued a Request for Qualifications (RFQ) to begin engineering the proposed project. The project is anticipated to begin construction in 2021 with a completion date to be determined once a contractor is secured. Dare County has agreed to pay their portion of construction for the Fire/EMS substation that will house an EMS unit upon completion. The Town would then enter into a long term agreement to share in the future maintenance costs associated with the building.

The proposed budget is balanced and requires no funds from the unrestricted fund balance to balance the budget. The budget maintains the \$3,500,000 emergency reserve and unrestricted fund balance would remain at FY 2020-2021 year end levels.

Prepared responsibly and conservatively to ensure accountability to the taxpayers of Kitty Hawk the budget is balanced with total revenues and expenditures of \$10,168,483.

Budget Highlights:

- No tax increase
- Utilizes no unrestricted fund balance; maintains the \$3,500,000 emergency reserve
- No increase to staffing levels
- Provides funding for a 2% step increase for full time/part-time employees
- 10% tentative budget increase in Health Insurance Premiums (Expect 5% to 8%)
- Incorporates project ordinances (Beach Renourishment; PD, FD/EMS Substation)
- Funds yearly debt service in amount of \$100,000 for the PD, FD/EMS Substation

General Fund

The General Fund provides the necessary funding for the operations of Public Safety (Police and Fire Departments), Town Council, Administration, Finance, Planning & Inspections as well as, Public Works. The General Fund can primarily be separated into four major spending categories. These categories include Personnel, Departmental Operating Expenses, Capital Purchases and Beach Nourishment.

Personnel

Personnel expenditures are always the largest expenditure in the Town's General Fund budget. Town employees are considered one of the Town's greatest assets and are responsible for ensuring professional and quality service delivery to our residents. The Town of Kitty Hawk utilizes a step-based Position Pay and Classification Plan. The Town's pay plan is intended to provide equitable compensation for all positions, reflecting differences in duties and responsibilities, the comparable rates of pay for positions in private and public employment in the area, changes in the cost of living, the financial condition of the Town, and other factors.

The budget proposes a step increase withing the Town's pay plan which represents a 2% increase in salary for all full and part-time employees. The budget continues to fund 100% for health, dental, life and vision insurance for full-time employees. The budget includes a 10% increase percent increase for health insurance premiums as a precautionary measure as renewal quotes do not become available until May of each year. The health insurance plan for all employees was changed to a partially self-funded plan through CIGNA which has saved the Town and employees a considerable amount since it was implemented over 5 years ago. The expected refund in the current fiscal year is expected to be in excess of \$20,000. Every year the Town has received a refund since enrolling in the partially self-funded plan.

The budget provides for a Deputy Fire Chief/Inspector which will be created through attrition of the current Fire Inspector/Code Enforcement Position. Therefore, the number of personnel remains the same for both Full-Time and Part-Time positions.

A summary of full-time, part-time, and seasonal positions is provided below.

Budgeted	Full-Time	Part-Time	Seasonal	Total
FY 17/18	47	7	14	68
FY 18/19	47	7	14	68
FY 19/20	47	7	14	68
FY 20/21	48	7	14	69
FY 21/22	48	7	14	69

Operating Expenditures

Operating expenditures provide the means necessary for each Department within the Town to carry out the day-to-day services provided to Town residents. These expenses are reviewed thoroughly each year by Town Department Heads and management to ensure accountability and operational efficiency. Operational costs and equipment highlights in the FY 2021-2022 budget by Department include:

Departments with no major operating expenditure changes:

***Non-Departmental
Administrative Services
Finance Department
Planning & Inspections
Public Works Department***

Town Council

- Mayor – Current Monthly Salary: \$125 *Proposed: \$550*
- Mayo Pro-Tem – Current Monthly Salary: \$100 *Proposed: \$525*
- Council – Current Monthly Salary: \$100 *Proposed: \$500*

Note: *Salaries proposed are below the average of local municipalities but more comparable to surrounding municipalities.*

Police Department

- Additional Career Ladder Classification Positions: (\$11,487.72)
 - Master Police Officer
 - Detective II
 - Sergeant II

Fire Department/Ocean Rescue: (\$8,190.74)

- Additional Career Ladder Classification Positions
 - Deputy Fire Chief
 - Fire Lieutenant

Capital Expenditures

The budget continues to plan for critical capital purchases and reinstates some capital purchases eliminated in the FY 2020-2021 budget. The FY 2021-2022 Capital Improvement Plan identifies a total of \$470,000 which represents a combination of both purchases and future reserve funding.

The capital purchases and future reserves included in the FY 2021-2022 budget consists of the following:

Capital Purchases in FY 2021-2022:

- Public Works Vehicle Replacement - \$35,000
- Dump Trailer Replacement - \$9,000
- Police Department Equipment - \$38,000
- Police Car Replacement(s) - \$76,000
- Fire Department Training Equipment - \$45,000
- Fire Equipment - \$25,000
- Street Resurfacing - \$120,000

Capital Reserve Overview

The Capital reserve consists of funds that have been set aside in previous budget years for specific future capital purchases. These reserves are “banked” funds and can be utilized when needed to fund capital projects. The largest makeup of the capital reserve are funds that have been collected and set aside for Beach Nourishment. The current year additions to the Capital Reserve Fund include:

Capital Reserve Funding (Funds set aside for future years):

- Fiber Optic Phone System Replacement - \$5,000
- Fuel Storage Tank Replacement - \$12,000
- Boardwalk and Dock Repairs - \$10,000
- HVAC Replacement Fire Department - \$5,000
- 800mhz Radios FD - \$25,000
- Future Fire Truck Reserve - \$30,575
- Caterpillar Backhoe Replacement - \$15,000

The current chart summarizes the Capital reserve available for future projects:

CAPITAL RESERVE FUND BALANCE

Department	Description	Actual	Actual	Budget	Budget	Ending Balance
		FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 21/22
	Interest in investments (Estimate)	8,320	4,498	-	-	21,411
4100	IT Development	-	-	-	-	54,071
4100	Fiber Optic Phone System Replace.	5,000	5,000	-	5,000	35,000
4100	Document Imaging System	20,000	-	-	-	20,000
4130	Finance Software Upgrade	5,000	(10,000)	-	-	-
4270	Bathhouse Repairs/Replacement	20,000	(20,000)	-	-	-
4270	Fuel Storage Tank Replacement	12,000	12,000	-	12,000	41,000
4270	Board Walks and Dock Repairs	8,000	8,000	8,000	10,000	34,000
4270	Future Sidewalk US 158	-	254,000	-	-	254,000
4270	Town Park & Recreation Develop.	-	-	-	-	144,735
4270	HVAC Replacement at Fire Station	-	-	-	5,000	5,000
4270	Caterpillar Backhoe replacement	-	-	-	15,000	15,000
4310	Police Department Building	120,000	-	2,000,000	(2,000,000)	120,000
4340	Fire Truck & Equipment	80,000	100,000	500,000	30,575	734,736
4340	Fire Department Air Compressor	-	(40,000)	-	-	-
4340	Fire Department Training Equip.	15,000	15,000	-	(30,000)	-
4340	800 mhz- Radio Replacements	-	-	25,000	25,000	50,000
4410	Storm Damage /Beach Nourish.	120,373	63,979	133,117	196,111	2,530,003
4910	Land Use Plan Update	15,000	5,000	-	-	20,000
Total		428,693	397,477	2,666,117	(1,731,314)	4,078,955

Beach Renourishment

In accordance with North Carolina General Statute funds collected and expended for the Beach Nourishment project must be accounted for as part of the Town's General Fund. The Beach Nourishment project was completed in 2017. Since the completion of the project, property owners have made improvements to their properties near the ocean and the Town has experienced an increase in new construction. This secondary benefit of the Beach Nourishment project will increase property values for the Town for future years to come.

The Town of Kitty Hawk and Dare County have scheduled the renourishment project in 2022. The Municipal Service District and Town-wide dedication is expected to remain in place to fund future beach re-nourishment projects. The total cost of the renourishment project is expected to cost \$10,156,635. Of this amount the Town will be responsible for paying \$5,128,317, the Dare County Occupancy Tax Fund (\$3,620,071) and NC Department of Environmental Quality Grant (\$1,408,247) will contribute the remaining balance. The engineering and design for the project is currently underway and formal bids for the project will occur in 2021 to finalize these contributions.

The budget continues to dedicate .035 cents of the .30 cents town wide tax to the beach renourishment Project. The dedication has also been distributed proportionately and calculated based on the revised revenue neutral tax rate. Properties located in the Municipal Service District will continue to pay an additional .10 cents that is restricted specifically for beach renourishment.

Financial Stability

The FY 2021-2022 budget maintains the Emergency Fund in the amount of \$3,500,000 and in accordance with Council fund balance policy. The FY 2021-2022 budget does not utilize any of the Town's unrestricted fund balance. The use of Fund Balance will leave the unrestricted fund balance at approximately \$1,500,000 at the end of the proposed budget year.

Conclusion

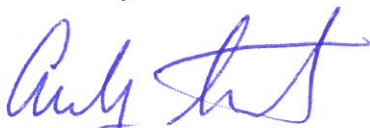
This budget document remains the same in format, layout and content as the previous four budgets. This format has proven effective over the past four years and intends to be easily interpreted by the general public.

While the Town remains positive about the foreseeable financial future it is imperative that fiscal responsibility remain at the core of our Town's values. The Town has earmarked the vast majority of the unrestricted fund balance to fast-track projects such as the new Police Station, Fire/EMS substation, and new Fire Truck purchase so additional cash funds for projects will be limited in future years. The restricted and unrestricted fund balance remains at healthy levels, however, the unrestricted fund balance will need to remain at existing levels to ensure funds are available for emergency purposes.

In conclusion I would like to express my gratitude to the Town employees and efforts of the Town Council throughout the COVID-19 pandemic. The Town has positioned itself to weather these types of storms, however, it is imperative that the Town continue to monitor economic conditions and remain fiscally responsible with tax-payer dollars. The largest expense by far in this year's budget is the construction of a new Police Station, Fire/EMS substation which will be great improvement to the Town's facilities for future years to come.

It is my pleasure to present to you the budget document for FY 2021-2022.

Sincerely,



Andy Stewart

Town Manager, Town of Kitty Hawk

Town of Kitty Hawk Budget Ordinance - FY 2021-2022

BE IT ORDAINED by the Town Council of the Town of Kitty Hawk, North Carolina that:

ESTIMATED GENERAL FUND REVENUES: It is estimated that the following General Fund Revenues will be available during the fiscal year beginning July 1, 2021 and ending June 30, 2022 to meet appropriations approved by the Town Council herein. The property tax revenue estimate is based on a projected collection rate of 97% by the Dare County Tax Department.

GENERAL FUND BUDGET

Source	Amount
Ad Valorem Tax (\$.30)	\$3,663,139
Ad Valorem Tax (\$.035) Beach Nourishment	\$483,811
Ad Valorem Tax MSD (\$.10) Beach Nourishment	\$519,052
Prior Years Taxes	\$20,000
Penalties/Interest	\$6,000
Motor Vehicle Tax	\$170,000
Motor Vehicle Tax (\$.035) Beach Nourishment	\$20,000
Motor Vehicle Tax (\$.10) MSD	\$8,000
Local Option Sales Tax	\$1,295,723
Local Option Sales Tax – BN & MSD	\$145,380
Land Transfer Tax	\$325,000
Occupancy Tax	\$1,413,590
Beer and Wine Tax	\$15,000
Telecom Tax	\$25,000
Electric Utility Tax	\$400,000
Cable Franchise Tax	\$78,000
Piped Natural Gas Tax	\$1,700
PEG Channel Tax	\$27,000
Solid Waste Disposal Tax	\$2,800
Mixed Beverage Tax (ABC)	\$60,000
Building Permits	\$110,000
Homeowner Recovery Fee	\$1,000
CAMA Permits	\$3,500
Planning Permits and Fees	\$10,000
Board of Adjustment Fees	\$500
Site Plan Reviews	\$1,000
Sanitation Fees (Garbage Carts)	\$7,000
Powell Bill Allocation	\$106,000
Dept of Justice Asset Forfeiture Program	\$1,000
NCDOR Unauthorized Sub Tax Distribution	\$5,000
Dare County Sand Fencing	\$24,000

Source	Amount
Governor Crime Commission Grant	\$25,000
Dare County Payment to Obligation Bonds Dare	\$1,093,688
Dare County Payment to EMS Substation	35,000
County Court Fees	\$2,500
Code Enforcement Fines & Parking Violations	\$3,500
Fines and Forfeitures	\$1,000
Interest on Investments	\$10,000
Town Merchandise Sales	\$300
Office Rental- DNR NC	\$4,800
Sale of Surplus Property	\$10,000
Miscellaneous Revenue	\$1,500
Icarus International	\$3,000
Fund Balance Appropriated	\$0
Transfer in from Capital Reserve	\$30,000
Total	\$10,168,483

GENERAL FUND APPROPRIATIONS: The following amounts are hereby appropriated for the operation of the Town government and its activities for the fiscal year beginning July 1, 2021 and ending June 30, 2022.

Function	Budget
General Government	\$2,326,181
Public Safety	\$4,198,393
Transportation – Powell Bill	\$137,000
Sanitation	\$1,216,000
Beach Nourishment	\$2,290,909
Total	\$10,168,483

CAPITAL RESERVE FUND BUDGET

ESTIMATED CAPITAL RESERVE FUND REVENUES: It is estimated that the following Capital Reserve Fund Revenues will be available during the fiscal year beginning July 1, 2021 and ending June 30, 2021 to meet appropriations approved by the Town Council herein.

Function	Budget
Capital Reserve Appropriated	\$2,030,000
Transfer from General Fund – Future Capital	\$102,575
Transfer from General Fund – Excess Beach Nourishment	\$196,111
Total	\$2,328,686

CAPITAL RESERVE FUND APPROPRIATIONS: The following amounts are hereby appropriated for the operation of the Capital Reserve Fund and its activities for the fiscal year beginning July 1, 2021 and ending June 30, 2022

Function	Budget
Transfer to General Fund	\$30,0000
Transfer to Capital Project Construction	\$2,000,000
Reserves	\$298,686
Total	\$2,328,686

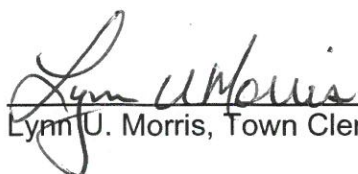
TAXES AND FEES LEVIED: The tax rate for the current year is 30 cents (\$0.2982) and 10 cents (\$0.1026). There is hereby levied a tax rate of .30 cents (\$0.30) on each one hundred dollars (\$100.00) valuation of all real estate, personal and motor vehicle taxable property in the Town of Kitty Hawk, as listed for taxes for the current tax year by the Dare County Tax Department. The Municipal Service District (MSD) is established with a tax rate of an additional 10 cents (\$.10) for each one hundred dollars (\$100) valuation of all real estate, personal and motor vehicle taxable property in the Town of Kitty Hawk for the purpose of a Beach Nourishment Capital Project to repay debt service on special obligation bonds, as listed for taxes for the current tax year by the Dare County Tax Department. The total property tax base is estimated by the Dare County Tax Office to be **\$1,482,917,002** with the MSD portion representing **\$541,772,250** of the total property tax base. The total property tax levies are anticipated to produce \$5,258,862 in revenue based on a 99% collection rate. A penny on the tax rate is projected to generate approximately **\$202,468.93**.

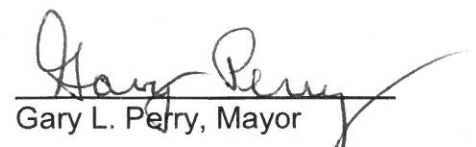
ENCUMBERED OPERATING FUNDS REAPPROPRIATED: The operating funds encumbered on the financial records as of June 30, 2021 are hereby re-appropriated to this budget.

TOWN MANAGER TRANSFER AUTHORIZATION: The Town Manager is hereby authorized to transfer amounts between functional areas, including contingency appropriations, within the same fund. He must make an official report of such transfers at the next regular meeting of the Town Council.

ANNUAL BUDGET COPIES: Copies of the Budget for FY 2021-2022 shall be furnished to the Town Council members, Town Manager, Town Finance Officer, and Town Clerk to be kept on file by them for their direction in the disbursement of funds.

Adopted by the Kitty Hawk Town Council this 7th day of June 2021.


Lynn U. Morris, Town Clerk


Gary L. Perry, Mayor

Capital Project Ordinance Fund 40**For the Town of Kitty Hawk**

BE IT ORDAINED by the Governing Board of the Town of Kitty Hawk, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance hereby adopted as follows:

Section 1: The project authorized is the construction of a new Police Department Building, Fire and EMS Building. The project is to be financed with a combination of both financing and cash reserves. The project life is estimated to be through July 2022; and will be amended throughout the project.

Section 2: The officers of the Town are hereby directed to proceed with the capital project within the contribution the proposed funding sources and secure debt service in the amount of \$1,500,000.

Section 3: The following amounts are appropriated for the project:

Engineering & Design	\$500,000
Construction	\$3,000,000
Total appropriations	\$3,500,000

Section 4: The following revenues are available to complete this project:

Contribution from Capital Reserve Fund PD	\$2,000,000
Loan Proceeds	\$1,500,000
Total estimated revenues	\$3,500,000

Section 5: The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements of the grantor agency, the grant agreements, and federal regulations. The terms of the loan covenants shall also be met.

Section 6: Funds may be advanced from the Capital Project Fund for the purpose of making payments as due. Reimbursement requests should be made to the grantor agency in an orderly and timely manner.

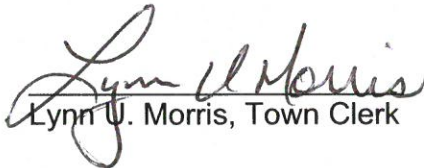
Ordinance No. 21-06

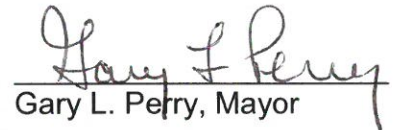
Section 7: The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3 and on the total revenues received or claimed.

Section 8: The Budget Officer is directed to include a detailed analysis of past and future costs and revenues on this capital project in every budget submission made to this Council.

Section 9: Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board and to the Budget Officer and Finance Officer for direction in carrying out this project.

Adopted the 7th day of June 2021.


Lynn U. Morris, Town Clerk


Gary L. Perry, Mayor

Capital Project Ordinance

For the Town of Kitty Hawk

BE IT ORDAINED by the Governing Board of the Town of Kitty Hawk, North Carolina that, pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance originally adopted on January 4th, 2021 is hereby amended as follows:

Section 1: The project authorized is 2022 Beach renourishment project to be financed by special obligation bonds, contributions from Dare County beach nourishment occupancy tax fund, ad valorem revenues, or other sources of revenue. The project life is estimated to be through July 2027; and will be amended throughout the project.

Section 2: The officers of the Town are hereby directed to proceed with the capital project within the terms of the Municipal Service District (MSD) Resolution, Dare County Inter-local agreement, bond resolution, and budget contained herein.

Section 3: The following amounts are appropriated for the project:

Pre-Construction	\$75,241
Design and Environmental Permitting Services	\$422,748
Total appropriations	\$497,989

Section 4: The following revenues are available to complete this project:

Contribution from Capital Reserve Fund Beach N.	\$497,989
Total estimated revenues	\$497,989

Section 5: The Finance Director is hereby directed to maintain within the Capital Project Fund sufficient specific detailed accounting records to satisfy the requirements of the grantor agency, the grant agreements, and federal regulations. The terms of the bond resolution also shall be met.

Section 6: Funds may be advanced from the Capital Project Fund for the purpose of making payments as due. Reimbursement requests should be made to the grantor agency in an orderly and timely manner.

Section 7: The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3 and on the total revenues received or claimed.

Ordinance No. 21-01

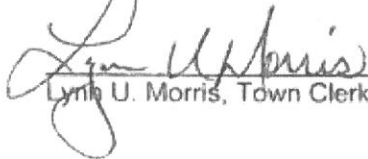
Section 9: Copies of this capital project ordinance shall be furnished to the Clerk to the Governing Board and to the Budget Officer and Finance Officer for direction in carrying out this project.

Adopted the 4th day of January 2021.



Gary L. Perry, Mayor

ATTEST:



Lynn U. Morris, Town Clerk

2021 Date	Action Item
April 26	Budget work session with Town Council
May 2021	Public Hearing Advertised for Budget Ordinance
May 2021	Town Manager files proposed Budget with Town Clerk
June 7	Council Holds Public Hearing on Proposed Budget and adoption of FY 2021-2022 Budget Ordinance
July 1	Approved FY 2021-2022 budget becomes effective
For information regarding meeting times and locations, visit www.townofkittyhawk.org	

The Town budget is adopted by ordinance in accordance with the North Carolina Local Government Budget & Fiscal Control Act (N.C.G.S. 159). It must be adopted no earlier than 10 days after the budget is presented to the Council and not later than July 1 of each year. The budget ordinance shall cover a fiscal year beginning July 1 and ending June 30 of each fiscal year. State law requires a balanced budget, i.e., a budget when the sum of estimated revenues and appropriated fund balances is equal to appropriations. The budget is developed on the modified accrual basis of accounting.

In accordance with General Statute Chapter 159 Department Heads transmit their budget requests to the designated budget officer with a list of expected expenditures before April 30 of each year. The budget officer then compiles all Department requests and develops a balanced budget. After the fiscal year begins, staff prepares monthly reports of budgeted-versus-actual revenues and expenditures. These reports are used by management to monitor spending and plan for the next year's budget.

Budget Amendments

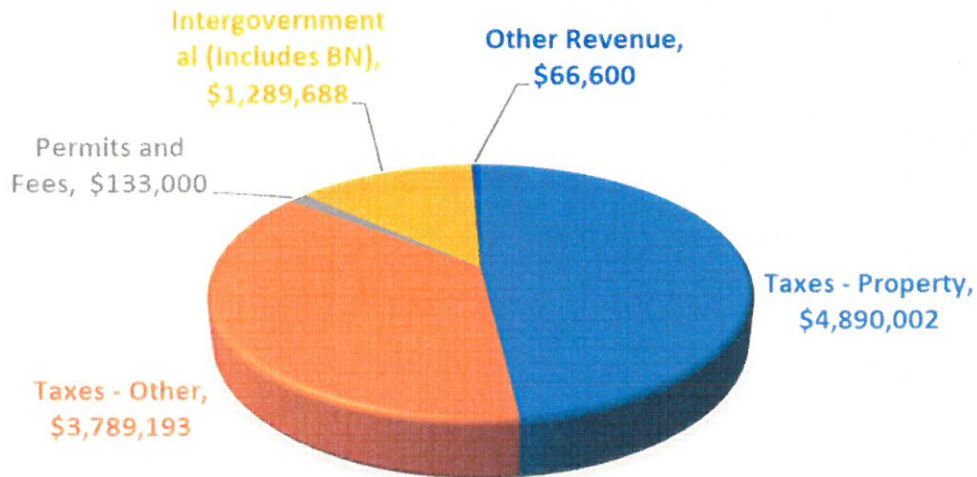
Expenses or transfers incurred throughout the year in excess of appropriations must have prior Council approval. These approvals are formally acknowledged by the Town Council in the form of budget amendments. The budget is prepared on a line-item basis and budgetary compliance is maintained on the Department level.

Summary of General Fund Revenues by Percentage

Percentage of Revenues by Source

CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22	% of Total Revenues
REVENUES					
Taxes- Property	4,583,850	4,602,419	4,564,983	4,890,002	48.09%
Taxes- Other	3,942,383	3,795,502	3,615,760	3,789,193	37.26%
Permits and Fees	175,331	126,744	124,250	133,000	1.31%
Intergovernmental	1,577,911	1,665,590	1,380,684	1,289,688	12.68%
Fines and Forfeits	9,304	6,954	6,500	7,000	0.07%
Interest Earnings	214,565	158,771	20,000	10,000	0.10%
Other Revenue	83,204	85,951	19,336	19,600	0.19%
Fund Balance Appropriated	-	-	27,940	-	0.00%
Transfer in From Capital Reserve	-	116,114	-	30,000	0.30%
Total Revenues	10,586,548	10,558,046	9,759,453	10,168,483	100.00%

TOP FIVE REVENUES BY SOURCE

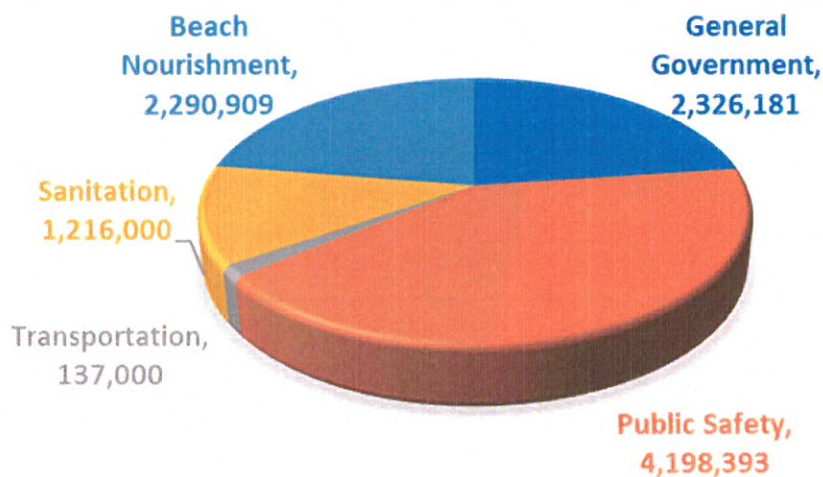


Summary of General Fund Expenditure by Percentage

Percentage of Expenditures by Function

Department	CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22	% of Total Expenditures
EXPENDITURES						
4100	Non- Departmental	428,588	362,760	458,513	423,200	4.16%
4110	Governing Body (Town Council)	17,239	23,103	30,573	48,164	0.47%
4111	Recreation Committee	16,133	3,530	3,700	3,700	0.04%
4120	Administration Services	440,651	469,285	493,551	508,977	5.01%
4130	Finance Department	204,967	292,837	258,244	254,247	2.50%
4270	Public Works Department	944,248	1,392,398	742,535	750,269	7.38%
4310	Police Department	1,944,132	1,935,595	2,119,821	2,293,156	22.55%
4340	Fire Department	1,508,243	1,528,577	1,578,351	1,724,046	16.95%
4370	Ocean Rescue	156,119	138,284	153,590	181,191	1.78%
4410	Beach Nourishment	2,365,710	2,327,581	2,265,412	2,290,909	22.53%
4510	Transportation (Powell Bill)	265,553	151,798	137,000	137,000	1.35%
4710	Sanitation	958,085	977,371	1,191,000	1,216,000	11.96%
4910	Planning & Inspection Department	293,995	313,989	309,969	321,329	3.16%
4980	Planning Board	4,760	2,713	12,543	12,043	0.12%
4990	Board of Adjustment	-	-	4,252	4,252	0.04%
Total Expenditures		9,548,424	9,919,819	9,759,053	10,168,483	100.00%

EXPENDITURES BY FUNCTION



The following revenue sources represent larger revenue sources that have a significant impact on the Town's operating budget:

Property Tax

The Town's largest revenue source at 46.14% of General Fund revenues is the proposed property tax, budgeted at \$4,692,002. Property tax is calculated according to the gross taxable value assessment certified by the Dare County Tax Office based on the Town's property tax rate.

Collected by the Dare County Tax Office, the property tax amount is calculated by multiplying the Town's assessed property values by the property tax rate set by Council after the Property Appraiser certifies the gross taxable value. The proposed budget uses the tax rate of .30 cents per \$100 of property valuation town wide and budgets based on a 97%-collection rate. Of the .30 cent property tax .035 cents of this tax rate is specifically dedicated to the beach nourishment fund. Residents located within the beach nourishment Municipal Service District also pay an additional 10 cents in addition to the town wide property tax of 30 cents per \$100 of property valuation.

A penny of property tax rate is projected to generate approximately \$202,468.93. The Town receives a large portion of its property tax revenues from October through February, as the tax bills go out in July and become due on September 1.

As indicated above, property tax revenue is heavily affected by property values as well as new construction. Based on market indicators for Kitty Hawk properties, staff predicts property values will remain constant or rise at a slow pace over the next several years.

The Town has maintained the same property tax rate since 2015-2016. The tax rate is being reduced to .30 for FY 20-21. This tax rate generates the same level of property tax revenues in the previous fiscal year.

Motor Vehicle Tax

Residents in North Carolina are required to register their motor vehicles with the state. These motor vehicles are taxed at the same rate as the Town's property tax rate. Motor vehicles are valued by year, make and model in accordance with the North Carolina Vehicle Valuation Manual. Values are based on the retail level of trade for property tax purposes.

The Motor Vehicle Tax will generate an estimated \$198,000 for FY 20/21 and represents 1.9% of the General Fund Revenues.

Local Option Sales Tax

The State of North Carolina currently implements a 6.75% sales tax rate on all qualifying sales within Dare County. 2% of this sales tax consists of a Dare County local sales tax while the remaining 4.75% is the North Carolina State Sales Tax.

The proceeds from the sales tax collected is distributed utilizing the Ad Valorem Distribution formula. Utilizing this method, the proceeds must be divided between the county and the municipalities in proportion to the total amount of ad valorem taxes levied by each. Therefore, a large tax increase by a unit in one year may distort the next year's allocations. When a county increases tax rates each year and municipalities in that county hold the line on tax increases or keep the increase at a minimum, it is possible for municipalities in ad valorem distribution counties to find their sales tax revenues not increasing at the statewide average, and they may even be lower than the previous year.

The local option sales tax will generate an estimated \$1,441,103 and represents 12.8% of General Fund Revenues.

Occupancy Tax

Dare County collects a total of six percent tax (6%) on gross receipts derived from the rental of room, lodging, campsite, or similar accommodation furnished by any hotel, motel, inn, including private residences and cottages rented to transients. Half of revenues collected from this tax are distributed to the County and the six municipalities within Dare County for tourist-related purposes, including construction and maintenance of public facilities and buildings, garbage, refuse, solid waste collection and disposal, police protection and emergency services. The six municipalities split two thirds of this revenue in proportion to the amount of ad valorem tax levied by each Town for the preceding fiscal year and the County gets the remaining one third. The remaining half of the tax is used for funding beach nourishment (2% tax) and (1% tax) promoting tourism in Dare County.

The Occupancy Tax will generate an estimated \$1,413,590 and represents 13.9% of General Fund Revenues.

Electric Utility Tax

The State of North Carolina levies a 7 percent (7%) franchise tax on the total gross receipts of all businesses within the State that furnish electricity. An amount equal to 3.09 % of the total gross receipts of electricity service derived from the sale within the municipality is distributed to the municipality in which these gross sales are made.

The municipal distributions of the utility franchise tax on electricity gross receipts are on September 15, December 15, March 15, and June 15.

The Electric Utility Tax will generate an estimated \$400,000 and represents 3.9% of General Fund Revenues.

Land Transfer Tax

The Land Transfer Tax for Dare County is 1%. The tax is an excise tax on instruments conveying certain interests in real property. The tax imposed is \$1 per each \$100 or fraction thereof of the total consideration of value of the interest conveyed. Currently the County receives 65% of the proceeds while the Towns receive 35% in proportion to the amount of ad valorem taxes levied by each town for the preceding fiscal year.

The Land Transfer Tax fluctuates based on the housing market environment. The housing market is predicted to remain neutral over the next several years, therefore, this tax is expected to remain consistent over the next several years.

The Land Transfer Tax will generate an estimated \$325,000 and represents 3.2% of General Fund Revenues.

Building Permits

The Town of Kitty Hawk requires permits for new construction, adding onto pre-existing structures, and other renovations to properties located within the Town limits. The fees generated from the building permits provides the resources for the building department to inspect and ensure compliance with national, regional, and local building codes.

Building Permits revenues will generate an estimated \$110,000 and represents 1.08% of General Fund Revenues.

Powell Bill

Powell Bill Funds comes from revenues generated by the state gas tax and other highway user fees. The formula requires 75 percent of the funds to be awarded based on population, while the remaining 25 percent are based on the number of street miles each municipality maintains.

In accordance with G.S. 136-41.1 through 136-41.4 Powell Bill funds shall be expended primarily for the purposes of resurfacing streets within the corporate limits of the municipality but may also used for maintaining, repairing, constructing, reconstructing or widening of any street or public thoroughfare within the municipal limits or for planning, construction, and maintenance of bikeways, greenways or sidewalks.

Funds generated are expected to remain consistent to previous year's allocations as a result of slow population growth and no additional streets planned for construction.

Powell Bill revenues will generate an estimated \$106,000 and represents 1.04% of General Fund Revenues.

Grants

The Town of Kitty Hawk has been proactive at relieving the financial burden of residents for certain projects and programs when grant funding is available through other governmental agencies. The Town of Kitty Hawk in FY 20-21 received approximately \$250,000 in non-matching grant funding. The Town will actively pursue grant funding, however, in many instances these grants are applied for during the fiscal year and as they become available.

Grant funding that can be anticipated in advance of the fiscal year will generate an estimated \$25,000. The Town expects this revenue to increase as grants are applied for and awarded throughout the year.

Interest Earnings on Investments

The Town has legal limitations on investments allowed under NC General Statute 159-30, however, does make investments in an effort to maximize the return of available funds. The Town has experienced very low interest rate returns over the past several years as a result of the Federal Treasury rates, however, continues to receive revenue from investments. In addition, the Town is consistently analyzing the investment funds available to the Town through the North Carolina Capital Management Trust to maximize return on investments. Several investment changes were made in FY 2018-2019 which have resulted in higher interest earnings for the Town. However, interest rates are tracking at an all-time low therefore a slight reduction is expected to occur in FY 21-22.

The interest earnings on investments is expected to generate an estimated \$10,000.

Transfers from Capital Reserve and Fund Balance

These revenues typically represent funds transferred into the current year budget from Town reserves. These funds are typically not collected throughout the fiscal year and have been set aside in previous years to fund large capital projects. These funds are transferred into the budget in the year in which the capital purchase is to be funded. In addition, funds may also be transferred from the Town Fund Balance to balance the budget.

The FY 20-21 budget identifies transfers in the amount of \$30,000.

General Fund Revenues - Detailed

GENERAL FUND - 10 / DEPARTMENT DETAIL

ACCOUNT NUMBER	REVENUE SOURCE	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
TAXES - PROPERTY					
10-0000-3100-2020	Ad Valorem Tax (\$.265)	3,394,841	3,411,780	3,383,695	3,663,139
10-0000-3172-2020	Ad Valorem (\$.035) BN	506,735	457,432	451,159	483,811
10-0000-3174-2020	Ad Valorem (\$.10) MSD	455,465	506,210	510,629	519,052
10-0000-3100-0000	Ad Valorem Prior Years	24,049	19,604	25,000	20,000
10-0000-3100-4170	Ad valorem and Vehicle Penalties ,Fees, Interest	6,901	5,596	6,500	6,000
10-0000-3280-4121	Motor Vehicle Tax	165,667	170,421	160,000	170,000
10-0000-3280-4123	Motor Vehicle Tax - (\$.035)BN	22,079	22,718	20,000	20,000
10-0000-3280-4125	Motor Vehicle Tax - (\$.10)MSD	8,113	8,658	8,000	8,000
	Subtotal	4,583,850	4,602,419	4,564,983	4,890,002
TAXES - OTHER					
10-0000-3230-0000	Local Option Sales Tax	1,263,274	1,249,791	1,154,700	1,295,723
10-0000-3230-0012	Local Option Sales Tax - BN MSD	165,607	162,881	144,000	145,380
10-0000-3245-0000	Land Transfer Tax	374,593	369,067	375,000	325,000
10-0000-3270-0000	Occupancy Tax	1,511,393	1,405,630	1,377,500	1,413,590
10-0000-3322-0000	Beer and Wine Tax	15,330	15,355	12,560	15,000
10-0000-3324-4001	Telecom Tax	24,476	19,906	25,000	25,000
10-0000-3324-4002	Electric Utility Tax	417,947	402,851	381,900	400,000
10-0000-3324-4003	Cable Franchise Tax	79,267	76,565	84,500	78,000
10-0000-3324-4004	Piped Natural Gas Tax	1,886	1,609	2,000	1,700
10-0000-3324-4005	PEG Channel	27,027	27,353	27,000	27,000
10-0000-3471-0000	Solid Waste Disposal Tax	2,636	2,702	2,600	2,800
10-0000-3837-0000	Mixed Beverage Tax (ABC)	58,947	61,794	29,000	60,000
	Subtotal	3,942,383	3,795,502	3,615,760	3,789,193
PERMITS AND FEES					
10-4910-3343-4010	Building Permits	147,580	109,364	101,250	110,000
10-4910-3343-4011	Homeowner Recovery Fee	1,020	1,570	1,000	1,000
10-4910-3343-4012	CAMA Permits	3,055	2,355	3,500	3,500
10-4910-3343-4013	Planning Permit and Fees	14,701	7,030	10,000	10,000
10-4990-3345-4020	Board of Adjustment Fees	-	-	500	500
10-4990-3345-4021	Site Plan Review Fees	-	-	1,000	1,000
10-0000-3470-0000	Sanitation Fees (Garbage Carts)	8,975	6,425	7,000	7,000
	Subtotal	175,331	126,744	124,250	133,000
INTERGOVERNMENTAL					
10-0000-3316-0000	Powell Bill Allocation (pass through)	105,539	105,022	106,000	106,000
10-0000-3311-4091	Dept of Justice Asset Forfeiture Program	-	-	1,000	1,000
10-0000-3317-4092	NCDOR Unauthorized Sub Tax Distribution	5,934	8,626	4,000	5,000
10-0000-3431-0000	Grants Other - Fire Department	-	991	-	-
10-0000-3431-0000	Grants-Kitty Hawk Park Connector Trail Project	31,666	60,691	-	-
10-0000-3623-0000	FEMA- Federal Grant Revenue(pass through)	112,116	204,392	-	-
10-0000-3633-0000	FEMA - State Grant Revenue (pass through)	69,035	67,872	-	-
10-0000-3633-0000	Grant- NC Dept Agriculture (pass through)	-	-	90,000	-
10-0000-3432-0000	Dare County - Sand Fencing (pass through)	20,396	24,000	24,000	24,000
10-0000-3433-0000	Dare County Payment to EMS Substation	-	-	-	35,000
10-4310-3431-0000	Gov. Crime Commission Grant (pass through)	25,511	24,315	24,000	25,000
10-4310-3431-5060	GHSP Grants (pass through)	37	-	-	-
10-4410-3333-0000	Dare County Payment to Obligation Bonds	1,207,677	1,169,681	1,131,684	1,093,688
	Subtotal	1,577,911	1,665,590	1,380,684	1,289,688

General Fund Revenues - Detailed

GENERAL FUND - 10 / DEPARTMENT DETAIL

ACCOUNT NUMBER	REVENUE SOURCE	ACTUAL 18/19	FY FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
FINES & FORFEITS					
10-0000-3330-0000	Dare County Court Fees	2,514	2,079	2,500	2,500
10-0000-3331-0000	Code Enforcement Fines & Parking Violations	6,040	3,525	3,000	3,500
10-0000-3332-0000	Fines and Forfeitures	750	1,350	1,000	1,000
	Subtotal	9,304	6,954	6,500	7,000
INTEREST EARNINGS					
10-0000-3831-0000	Interest on Investments	214,565	158,771	20,000	10,000
	Subtotal	214,565	158,771	20,000	10,000
OTHER REVENUE					
10-0000-3412-0000	Town Merchandise Sales	408	408	300	300
10-0000-3434-0000	General Donations	270	36,150	-	-
10-0000-3834-0000	Office Rental - DNR NC	4,800	4,800	4,800	4,800
10-0000-3835-0000	Sale of Surplus Property	32,371	12,729	10,000	10,000
10-0000-3839-0000	Miscellaneous Revenue	41,698	28,548	1,236	1,500
10-4270-3839-0110	Icarus International	3,657	3,317	3,000	3,000
	Subtotal	83,204	85,951	19,336	19,600
FUND BALANCE					
10-0000-3991-0000	Fund Balance-Appropriated	-	-	27,940	-
	Subtotal			27,940	-
TRANSFER IN FROM CAPITAL RESERVE					
10-0000-3900-0000	Bath House Repairs/ Replacement (0105)	-	20,000	-	-
10-0000-3900-0000	Fire Air Compresor	-	40,000	-	-
10-0000-3900-0000	Financial Software Upgrade (1085)	-	10,000	-	-
10-0000-3900-0000	Training Equipment Site	-	-	-	30,000
10-0000-3900-0000	Storm Water Damage Pump Purchase	-	46,114	-	-
	Subtotal	-	116,114	-	30,000
TOTAL REVENUES		10,586,548	10,558,046	9,759,453	10,168,483

Non-Departmental

NON-DEPARTMENTAL OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4100

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
OPERATING						
10-4100-5005-0000		PEG Government Channel (pass through)	27,027	20,550	30,000	30,000
10-4100-5006-0000		Tax Collection Fees to Dare County	51,425	51,565	52,000	53,000
10-4100-5007-0000		Collection Fees -NCVTS	6,033	6,470	8,000	8,000
10-4100-5220-0000		Employee Relations and Events	3,804	3,882	6,000	5,000
10-4100-5250-0000		Vehicle Supplies	172	44	400	400
10-4100-5299-0000		Departmental Supplies	3,229	5,566	4,500	5,000
10-4100-5321-0000		Telephone, Communications , Email	6,904	7,395	5,500	6,000
10-4100-5325-0000		Postage	182	204	300	300
10-4100-5330-0000		Utilities	6,700	4,113	6,700	6,000
10-4100-5340-0000		Printing	1,196	-	600	500
10-4100-5370-0000		Advertising	-	-	500	500
10-4100-5383-0000		IT Services	60,635	67,564	80,000	80,000
10-4100-5440-0000		Service & Maintenance Contracts	11,190	5,274	6,000	6,000
10-4100-5450-0000		Insurance & Bonding	197,547	173,541	231,000	200,000
10-4100-5451-0000		Employee Assistance Program	-	4,234	9,500	2,500
10-4100-5455-0000		Unemployment Compensation Contribution	20,021	875	10,000	10,000
10-4100-5456-0000		Fines and Forfeitures	1,139	1,350	-	-
10-4100-5491-0000		Dues & Subscriptions	3,967	939	1,500	4,000
Subtotal			401,171	353,566	452,500	417,200
MAINTENANCE & REPAIRS						
10-4100-5353-0000		Maintenance and Repairs - Vehicle	752	1,693	1,000	1,000
Subtotal			752	1,693	1,000	1,000
PROGRAMS AND GRANTS						
10-4100-5090-0000		Grant - Gov. Education Access Chanel	1,665	2,500	-	-
Subtotal			1,665	2,500	-	-
CONTINGENCY						
10-4100-5991-0000		Budgetary Contingency	-	-	5,013	-
Subtotal			-	-	5,013	-
CAPITAL OUTLAY						
Subtotal			-	-	-	-
TRANSFER TO CAPITAL RESERVE						
10-4100-5921-0000		Document Imaging Reserve	20,000	-	-	-
10-4100-5921-0000		Fiber Optic Town Wide Phone System	5,000	5,000	-	5,000
Subtotal			25,000	5,000	-	5,000
TOTAL NON-DEPARTMENTAL EXPENDITURES			428,588	362,760	458,513	423,200

Governing Body
Town Council

Councilman
Jeff Pruitt

Mayor Pro Tem
Craig Garriss

Mayor
Gary Perry

Councilwoman
Lynne McClean

Councilman
David Hines



GOVERNING BODY (TOWN COUNCIL) OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4110

ACCT. NO.	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL					
10-4110-5121-0000	Council Compensation	7,675	7,875	9,975	30,900
10-4110-5181-0000	FICA	624	654	798	764
	Subtotal:	8,299	8,529	10,773	31,664
OPERATING					
10-4110-5310-0000	Travel and Training	223	608	2,500	1,000
10-4110-5321-0000	Telephone, Communications, Email	866	1,538	4,000	2,000
10-4110-5491-0000	Dues and Subscriptions	7,695	7,521	8,000	8,000
10-4110-5492-0000	Contract Services - Dare Co. Board Elections	-	4,717	4,300	5,000
10-4110-5499-0000	Miscellaneous	156	191	1,000	500
	Subtotal:	8,940	14,574	19,800	16,500
TOTAL GOVERNING BODY EXPENDITURES		17,239	23,103	30,573	48,164

Recreation Committee



RECREATION COMMITTEE OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4111

ACCT. NO.	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
	OPERATING				
10-4111-5370-0000	Advertising	410	-	200	200
10-4111-5396-0000	Contracter Services - Transcriptions	-	130	500	500
10-4111-5499-0000	Miscellaneous Exp / Sandy Run Maintenance	15,723	3,400	3,000	3,000
	Subtotal:	16,133	3,530	3,700	3,700
	TOTAL RECREATION EXPENDITURES	16,133	3,530	3,700	3,700

Administrative Services

Mission:

Administrative Services conducts the overall administration of the Town as prescribed by the North Carolina General Statutes. Coordinates personnel and activities in accordance with the adopted Goals and Objectives of the Town Council and implements all policies and actions of the Town Council.

ADMINISTRATIVE SERVICES OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4120

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4120-5121-0000		Salaries & Wages	280,980	299,635	308,325	313,137
10-4120-5181-0000		FICA	20,749	22,310	23,660	24,028
10-4120-5182-0000		Retirement Contribution	24,274	30,984	31,295	35,635
10-4120-5183-0000		Health Insurance	44,811	50,813	52,904	57,815
10-4120-5184-0000		401K	5,620	942	6,167	6,262
		Subtotal	376,434	404,684	422,351	436,877
PROFESSIONAL SERVICES						
10-4120-5192-0000		Professional Services -Legal	39,820	40,711	42,000	42,000
10-4120-5199-0000		Professional Services - Other	2,342	-	2,500	2,500
		Subtotal	42,162	40,711	44,500	44,500
OPERATING						
10-4120-5299-0000		Supplies Departmental	820	2,103	2,500	2,500
10-4120-5310-0000		Travel & Training	3,408	2,470	1,500	2,000
10-4120-5321-0000		Telephone, communications , Email	1,981	2,334	2,500	4,000
10-4120-5325-0000		Postage	92	175	200	100
10-4120-5349-0000		Printing Codification of Ordinances	4,123	225	4,000	4,000
10-4120-5370-0000		Advertising	2,499	2,314	3,000	2,000
10-4120-5396-0000		Contract Services Video & Transcription	6,495	7,665	9,000	9,000
10-4120-5440-0000		Service & Maintenance Contracts	2,273	1,651	3,000	2,000
10-4120-5491-0000		Dues and Subscriptions	364	4,954	1,000	2,000
		Subtotal	22,055	23,890	26,700	27,600
TOTAL ADMIN SERVICES EXPENDITURES			440,651	469,285	493,551	508,977

Finance Department

Mission:

The mission of the Finance Department is to administer and provide fiscally responsible control and guidance for all financial matters of the Town while complying with all applicable Town, State and Federal mandates. The Finance Department, in accordance with adopted Town Council policies, handles all Town-related financial matters in accordance with the North Carolina Budget and Fiscal Control Act. The department manages the Town's investment program, receipts, payables, payroll, and is responsible for coordinating and preparing for the annual independent audit at the close of each year.



FINANCE DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4130

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4310-5121-0000		Salaries & Wages	108,196	112,357	117,832	119,868
10-4130-5181-0000		FICA	7,158	7,796	9,051	9,206
10-4130-5182-0000		Retirement Contribution	9,357	10,839	11,960	13,641
10-4120-5183-0000		Health Insurance	35,006	31,402	38,294	31,785
10-4120-5184-0000		401K	1,300	225	2,357	2,397
		Subtotal	159,717	162,619	179,494	176,897
PROFESSIONAL SERVICES						
10-4130-5191-0000		Prof. Services Auditor & Actuaries	23,230	27,817	32,000	30,000
		Subtotal	23,230	27,817	32,000	30,000
OPERATING						
10-4130-5299-0000		Supplies Departmental	1,366	2,134	1,700	1,700
10-4130-5310-0000		Travel & Training	6,418	1,763	2,500	3,500
10-4130-5321-0000		Telephone, communications , Email	702	742	850	850
10-4130-5325-0000		Postage	339	346	400	400
10-4130-5340-0000		Printing	1,269	1,503	2,000	1,700
10-4130-5440-0000		Service & Maintenance Contracts	11,828	10,764	39,000	39,000
10-4130-5491-0000		Dues and Subscriptions	98	25	300	200
		Subtotal	22,020	17,277	46,750	47,350
CAPITAL OUTLAY						
10-4130-5520-0000		Capital Outlay Financial Software	-	85,123	-	-
		Subtotal	-	85,123	-	-
TRANSFER TO CAPITAL RESERVE						
		Subtotal	-	-	-	-
TOTAL FINANCE EXPENDITURES			204,967	292,837	258,244	254,247

Public Works Department

Mission:

The mission of the Public Works Department is to provide and maintain the highest level of public work services and facilities for residents and businesses in the Town of Kitty Hawk. Public Works is committed to providing reliable and responsive services to the community in a safe, respectful, and cost-effective manner,



PUBLIC WORKS DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4270

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4270-5121-0000		Salaries & Wages	211,191	239,624	221,980	229,240
10-4270-5121-0000		Seasonal/Part time	-	-	24,561	23,159
10-4270-5122-0000		Overtime	1,682	2,657	-	-
10-4270-5181-0000		FICA	15,655	17,848	19,323	19,492
10-4270-5182-0000		Retirement Contribution	15,947	19,181	22,901	26,088
10-4270-5183-0000		Health Insurance	45,090	47,187	66,257	72,705
10-4270-5184-0000		401K	3,550	582	4,513	4,585
		Subtotal	293,114	327,078	359,535	375,269
OPERATING						
10-4270-5212-0000		Uniforms	1,857	5,438	3,000	3,000
10-4270-5250-0000		Vehicle Supplies- Fuel	15,815	9,401	12,000	12,000
10-4270-5260-0000		Shop Tools & Equipment	2,851	4,299	2,000	2,000
10-4270-5293-0000		Supplies Departmental	1,976	3,642	7,500	2,500
10-4270-5299-0000		Departmental Supplies	8,832	2,594	2,000	3,000
10-4270-5310-0000		Travel & Training	1,075	492	1,750	2,000
10-4270-5321-0000		Telephone, Communications , Email	4,124	4,638	4,000	4,500
10-4270-5330-0000		Utilities	11,354	13,168	14,000	14,000
10-4270-5433-0000		ATV Rental	2,683	2,078	5,000	5,000
10-4270-5440-0000		Service & Maintenance Contracts	22,073	257,673	20,000	22,000
10-4270-5491-0000		Dues and Subscriptions	206	212	750	1,000
		Subtotal	72,846	303,635	72,000	71,000
MAINTENANCE AND REPAIRS						
10-4270-5295-0000		Maintenance & Repairs - Bldg and Grounds	230,989	126,444	160,000	165,000
10-4270-5295-0000		Debris Removal Canals/Ditches (grant/pass through)	-	-	90,000	-
10-4270-5295-0000	B00110	Maintenance & Repairs - Icarus	728	266	6,000	6,000
10-4270-5352-0000		Maintenance & Repairs- Equipment	11,181	9,264	16,000	16,000
10-4270-5353-0000		Maintenance & Repairs - Vehicle	9,307	10,007	7,000	7,000
10-4270-5599-0000		Sand Fence Project- (pass through)	22,075	43,028	24,000	24,000
		Subtotal	274,280	189,009	303,000	218,000
CAPITAL OUTLAY						
10-4270-5540-0000		Vehicles	32,851	-	-	35,000
10-4270-5550-0000		Equipment - 8" PUMP	-	92,228	-	-
10-4270-5550-0000		Equipment- Dump trailer replacement	-	-	-	9,000
10-4270-5580-0000		Bath House Repairs	-	198,164	-	-
10-4270-5594-0000		Storm Water Improvements Tateway /Rabbit Hollow	48,975	-	-	-
10-4270-5595-0000		Living Shoreline Project (Moore Shore Rd)	182,182	8,283	-	-
TBD		Beach Parking Engineering Study	-	-	-	-
		Subtotal	264,008	298,675	-	44,000
TRANSFER TO CAPITAL RESERVE						
10-4270-5921-0000		US 158 Sidewalk	-	254,000	-	-
10-4270-5921-0000		Fuel Storage Tank Replacement	12,000	12,000	-	12,000
10-4270-5921-0000		Town Wide Boardwalk and Dock Repairs	8,000	8,000	8,000	10,000
10-4270-5921-0000		Future Bath House Replacement	20,000	-	-	-
10-4270-5921-0000		Future HVAC Fire House replacement	-	-	-	5,000
10-4270-5921-0000		Replacement Caterpillar Backhoe	-	-	-	15,000
		Subtotal	40,000	274,000	8,000	42,000
Public Works Subtotal			944,248	1,392,398	742,535	750,269

PUBLIC WORKS DEPARTMENT OPERATING EXPENDITURES (Continued)

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4510 & 4710

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
TRANSPORTATION (4510)						
10-4510-5199-0000		Prof. Services Engineering (pass through PB)	3,800	9,618	5,000	5,000
10-4510-5293-0000		Transportation signs	-	657	-	-
10-4510-5295-0000		Street Maintenance and Repairs	-	82	-	-
10-4510-5590-0000		Street Maintenance (pass through PB)	194,533	141,440	12,000	12,000
10-4510-5590-0000		Roadway Improvements (pass through PB)	67,220	-	120,000	120,000
		Subtotal	265,553	151,798	137,000	137,000
ENVIRONMENTAL SERVICES (4710)						
10-4710-5690-0000		Contract Services Chipping	15,895	10,075	16,000	16,000
10-4710-5691-0000		Contract Services Solid Waste Collection	942,190	967,296	1,175,000	1,200,000
		Subtotal	958,085	977,371	1,191,000	1,216,000
TOTAL PUBLIC WORKS EXPENDITURES			2,167,886	2,521,566	2,070,535	2,103,269

Police Department

Mission:

In cooperation with our community, the mission of the Kitty Hawk Police Department, is to protect life and property, and enhance the quality of life for all our customers. We will respond to the changing needs of our vacation community by implementing and sustaining compassionate, creative and comprehensive law enforcement programs,



POLICE DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4310

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4310-5121-0000		Salaries & Wages	952,505	968,231	1,038,064	1,070,636
10-4310-5121-0000		Part time Salaries	-	-	5,000	2,500
10-4310-5122-0000		Overtime	21,911	14,689	20,000	15,000
10-4311-5131-0000		Separation Allowance	58,699	54,719	68,754	83,136
10-4310-5181-0000		FICA	68,891	73,658	86,193	89,998
10-4310-5182-0000		Retirement Contribution	83,531	140,822	113,547	138,488
10-4310-5183-0000		Health Insurance	249,666	266,706	315,451	365,733
10-4310-5184-0000		401K- State Mandate 5%	-	-	48,750	49,307
10-4310-5184-0000		401K 2%	61,404	9,404	21,161	21,758
		Subtotal	1,496,606	1,528,229	1,716,921	1,836,556
PROFESSIONAL SERVICES						
10-4310-5193-0000		Professional Services- Medical	4,960	4,995	6,000	6,000
10-4310-5199-0000		Professional Services- Architect New Building	3,750	6,250	-	-
		Subtotal	8,710	11,245	6,000	6,000
OPERATING						
10-4310-5212-0000		Uniforms	9,340	12,518	13,000	13,000
10-4310-5220-0000		Employee Events	-	745	2,500	2,500
10-4310-5250-0000		Vehicle Supplies- Fuel	34,849	28,957	29,600	30,000
10-4310-5299-0000		Supplies Departmental	8,027	7,810	9,000	9,000
10-4310-5310-0000		Travel & Training	11,875	8,937	15,000	15,000
10-4310-5321-0000		Telephone, communications , Email	17,893	18,265	21,000	31,000
10-4310-5325-0000		Postage	1,421	1,225	1,800	1,800
10-4310-5330-0000		Utilities	5,143	4,907	6,500	6,000
10-4310-5340-0000		Printing	997	670	1,500	1,500
10-4310-5380-0000		Controlled Substance Enforcement	900	-	1,000	1,000
10-4310-5433-0000		Special Operations	714	-	1,000	1,000
10-4310-5440-0000		Service & Maintenance Contracts	28,897	25,163	32,000	50,000
10-4310-5491-0000		Dues and Subscriptions	817	1,470	1,000	1,800
10-4310-5495-0000		Dept. Of Justice Assest Forfeiture	300	1,153	1,000	1,000
10-4310-5498-0000		Controlled Substances Tax- Restricted	1,087	13,166	1,000	1,000
		Subtotal	122,259	124,987	136,900	165,600
MAINTENANCE AND REPAIRS						
10-4310-5352-0000		Maintenance & Repairs- Equipment	18,756	21,085	20,000	21,000
10-4310-5353-0000		Maintenance & Repairs - Vehicle	27,301	21,088	28,000	24,000
		Subtotal	46,057	42,172	48,000	45,000
PROGRAMS AND GRANTS						
10-4310-5060-0000		Grant- NCGHSP	84	-	-	-
10-4310-5070-0000		Grant- Gov. Crime Commision	24,311	24,315	25,000	25,000
10-4310-5497-0000		Community Outreach	989	1,080	1,000	1,000
		Subtotal	25,384	25,395	26,000	26,000

POLICE DEPARTMENT OPERATING EXPENDITURES (Continued)

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4310

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
CAPITAL OUTLAY						
10-4310-5540-0000		Vehicles	101,274	113,471	77,000	76,000
10-4310-5550-000		Equipment	23,843	90,095	59,000	38,000
		Subtotal	125,117	203,566	136,000	114,000
DEBT SERVICE						
10-4310-5710-0000		Loan Principal (\$1.5 million/15 year)	-	-	-	71,000
10-4310-5720-0000		Loan Interest	-	-	-	29,000
		Subtotal	-	-	-	100,000
TRANSFER TO CAPITAL RESERVE						
10-4310-5921-0000		Future Police Department Building	120,000	-	50,000	-
		Subtotal	120,000	-	50,000	-
TOTAL POLICE DEPARTMENT EXPENDITURES			1,944,132	1,935,595	2,119,821	2,293,156

Fire Department

Mission:

It is the mission of the Kitty Hawk Fire Department to exceed our citizen's expectations and provide safe, quick, and effective lifesaving service to the community of Kitty Hawk



FIRE DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4340

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4340-5121-0000		Salaries & Wages	808,853	847,748	826,200	887,990
10-4340-5121-0000		Part time Salaries	49,541	-	68,595	69,973
10-4340-5121-0000		Volunteer Incentive Pay	13,600	-	12,000	12,000
10-4340-5122-0000		Overtime	17,680	18,066	24,000	24,000
10-4340-5181-0000		FICA	65,367	63,546	71,353	76,258
10-4340-5182-0000		Retirement Contribution	66,351	82,314	85,925	103,782
10-4340-5183-0000		Health Insurance	207,427	191,982	225,325	227,358
10-4340-5184-0000		401 K	14,467	1,998	17,833	18,240
10-4340-5185-0000		Firefighter Pension Fund	3,065	3,330	5,220	5,220
Subtotal			1,246,350	1,208,984	1,336,451	1,424,821
PROFESSIONAL SERVICES						
10-4340-5193-0000		Professional Services- Medical Physicals	11,604	9,888	13,500	13,500
Subtotal			11,604	9,888	13,500	13,500
OPERATING						
10-4340-5212-0000		Uniforms & Personal Protective Equipment	18,220	18,644	19,000	19,500
10-4340-5250-0000		Vehicle Supplies- Fuel	10,669	10,038	11,050	11,050
10-4340-5299-0000		Supplies Departmental	14,791	14,397	15,000	15,000
10-4340-5310-0000		Travel & Training	16,236	11,617	15,000	15,000
10-4340-5321-0000		Telephone, Communications , Email	15,513	20,355	17,500	18,500
10-4340-5325-0000		Postage	156	125	250	250
10-4340-5330-0000		Utilities	12,005	11,886	15,000	15,000
10-4340-5440-0000		Service & Maintenance Contracts	3,433	9,298	10,000	10,500
10-4340-5491-0000		Dues and Subscriptions	1,519	2,159	2,350	2,350
Subtotal			92,541	98,519	105,150	107,150
MAINTENANCE AND REPAIRS						
10-4340-5352-0000		Maintenance & Repairs- Equipment	12,395	11,555	12,250	13,000
10-4340-5353-0000		Maintenance & Repairs - Vehicle	24,853	44,445	36,000	40,000
Subtotal			37,248	56,001	48,250	53,000
CAPITAL OUTLAY						
10-4340-5550-0000		Equipment / Fire Gear	-	40,185	-	25,000
10-4340-5550-0000		Equipment / Training Site	-	-	-	45,000
Subtotal			-	40,185	-	70,000
TRANSFER TO CAPITAL RESERVE						
10-4340-5921-0000		Future Fire Truck Reserve	120,500	100,000	50,000	30,575
10-4340-5921-0000		800 mhz - Radio Replacement	-	-	25,000	25,000
10-4340-5921-0000		Equipment / Training Site	-	15,000	-	-
Subtotal			120,500	115,000	75,000	55,575
TOTAL FIRE DEPARTMENT EXPENDITURES			1,508,243	1,528,577	1,578,351	1,724,046

Ocean Rescue

Mission:

It is the mission of the Kitty Hawk Ocean Rescue to exceed our customer's expectations and provide safe, immediate, and effective lifesaving services to the community of Kitty Hawk.



OCEAN RESCUE DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4370

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4370-5121-0000		Salaries & Wages	94,677	111,708	120,102	144,813
10-4370-5181-0000		FICA	7,243	8,595	9,188	11,078
		Subtotal	101,920	120,303	129,290	155,891
PROFESSIONAL SERVICES						
10-4370-5193-0000		Professional Services - Medical Physicals	1,167	55	1,500	1,500
		Subtotal	1,167	55	1,500	1,500
OPERATING						
10-4370-5212-0000		Uniforms	4,046	4,286	4,100	4,200
10-4370-5250-0000		Vehicle Supplies- Fuel	2,228	1,896	3,000	3,000
10-4370-5299-0000		Departmental Supplies	3,717	4,464	5,200	5,200
10-4370-5310-0000		Travel & Training	456	380	750	750
10-4370-5321-0000		Telephone, communications , Email	373	106	1,000	1,000
10-4370-5340-0000		Printing	556	574	650	650
10-4370-5433-0000		ATV Lease	3,900	4,000	4,500	5,400
10-4370-5491-0000		Dues and Subscriptions	30	30	100	100
		Subtotal	15,307	15,737	19,300	20,300
MAINTENANCE AND REPAIRS						
10-4370-5352-0000		Maintenance & Repairs - Equipment	1,286	1,779	1,500	1,500
10-4370-5353-0000		Maintenance & Repairs - Vehicle	1,575	410	2,000	2,000
		Subtotal	2,861	2,189	3,500	3,500
CAPITAL OUTLAY						
10-4370-5540-0000		Replace 2006 Ocean Rescue Truck	34,865	-	-	-
		Subtotal	34,865	-	-	-
TOTAL OCEAN RESCUE DEPARTMENT EXPENDITURES			156,119	138,284	153,590	181,191

Beach Nourishment

Mission:

The Beach Nourishment department is established in order to reduce the vulnerability of public infrastructure, reduce flooding, and reduce vulnerability of ocean front homes within the Town.



BEACH NOURISHMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4410

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PROFESSIONAL SERVICES						
10-4410-5195-0000		Prof. Serv Engineer Annual Beach Profile Survey	96,366	107,080	60,000	60,000
		Subtotal	96,366	107,080	60,000	60,000
OPERATING						
10-4410-5006-0000		Dare County Collection Fee - (BN and MSD)	15,525	15,617	15,500	16,000
10-4410-5598-0000		Beach Maintenance	659		-	-
		Subtotal	16,184	15,617	15,500	16,000
DEBT SERVICE						
10-4410-5710-0000		Special Bonds Loan Principal	1,999,800	1,999,800	1,999,800	1,999,800
10-4410-5720-0000		Special Bonds Loan Interest	132,987	94,991	56,995	18,998
		Subtotal	2,132,787	2,094,791	2,056,795	2,018,798
TRANSFER TO CAPITAL RESERVE						
10-4410-5921-0000		Excess Beach Nourishment Collections	120,373	110,093	133,117	196,111
		Subtotal	120,373	110,093	133,117	196,111
TOTAL BEACH NOURISHMENT EXPENDITURES			2,365,710	2,327,581	2,265,412	2,290,909

Planning & Inspections Department

To establish an attractive, safe, and functional community with a high "quality of life" for residents and visitors through planning and facilitating development activities in the Kitty Hawk community.



PLANNING & INSPECTIONS DEPARTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4910

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4910-5121-0000		Salaries & Wages	183,700	192,254	197,803	202,487
10-4910-5122-0000		Salaries & Wages - Overtime	136	-	-	-
10-4910-5181-0000		FICA	13,833	14,078	15,205	15,564
10-4910-5182-0000		Retirement Contribution	15,887	19,391	20,077	23,043
10-4910-5183-0000		Health Insurance	37,112	44,224	47,568	50,825
10-4910-5184-0000		401K	3,564	600	3,956	4,050
		Subtotal	254,232	270,546	284,609	295,969
PROFESSIONAL SERVICES						
10-4910-5195-0000		Professional Services- Engineering	6,759	-	2,000	2,000
10-4910-5199-0000		Prof . Serv.- contracted Inspections Services	-	450	800	800
		Subtotal	6,759	450	2,800	2,800
OPERATING						
10-4910-5212-0000		Uniforms	52	158	200	200
10-4910-5250-0000		Vehicle Supplies- Fuel	1,239	1,454	1,760	1,760
10-4910-5299-0000		Supplies Departmental	1,693	1,261	2,200	2,200
10-4910-5310-0000		Travel & Training	5,191	4,977	2,750	2,750
10-4910-5321-0000		Telephone, communications , Email	1,253	1,319	1,250	1,250
10-4910-5325-0000		Postage	1,210	1,962	2,300	2,300
10-4910-5340-0000		Printing	1,957	2,202	2,000	2,000
10-4910-5370-0000		Advertising	287	160	800	800
10-4910-5440-0000		Service & Maintenance Contracts	2,000	2,000	4,000	4,000
10-4910-5441-0000		Housing Demolitions	-	19,563	-	-
10-4910-5491-0000		Dues and Subscriptions	1,094	932	2,000	2,000
10-4910-5693-0000		Homeowner Recovery Fees	918	648	800	800
		Subtotal	16,893	36,635	20,060	20,060
MAINTENANCE AND REPAIRS						
10-4910-5353-0000		Maintenance & Repairs - Vehicle	1,112	1,358	2,500	2,500
		Subtotal	1,112	1,358	2,500	2,500
CAPITAL OUTLAY						
10-4910-5550-0000		Equipment - Copier	-	-	-	-
		Subtotal	-	-	-	-
TRANSFER TO CAPITAL RESERVE						
10-4910-5921-0000		Land Use Plan Update Reserve	15,000	5,000	-	-
		Subtotal	15,000	5,000	-	-
TOTAL PLANNING & INSPECTIONS EXPENDITURES			293,995	313,989	309,969	321,329

Planning Board

PLANNING BOARD OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4980

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4980-5121-0000		Member Compensation	3,600	2,000	8,400	8,400
10-4980-5181-0000		FICA	275	153	643	643
		Subtotal	3,875	2,153	9,043	9,043
PROFESSIONAL SERVICES						
10-4980-5396-0000		Contrated Services - Transcriptions	885	560	3,000	2,500
		Subtotal	885	560	3,000	2,500
OPERATING						
10-4910-5310-0000		Travel & Training	-	-	500	500
		Subtotal	-	-	500	500
TOTAL PLANNING BOARD EXPENDITURES			4,760	2,713	12,543	12,043

Board of Adjustment



BOARD OF ADJUSTMENT OPERATING EXPENDITURES

GENERAL FUND - 10 / DEPARTMENT DETAIL - 4990

ACCT. NO.	Project Code	EXPENDITURE CLASSIFICATION	ACTUAL FY 18/19	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
PERSONNEL						
10-4990-5121-0000		Member Compensation	-	-	1,500	1,500
10-4990-5181-0000		FICA	-	-	102	102
		Subtotal	-	-	1,602	1,602
PROFESSIONAL SERVICES						
10-4990-5192-0000		Professional Services Legal	-	-	1,500	1,500
10-4990-5396-0000		Contracted Services Transcriptions	-	-	750	750
		Subtotal	-	-	2,250	2,250
OPERATING						
10-4990-5310-0000		Travel & Training	-	-	250	250
10-4990-5370-0000		Advertising	-	-	150	150
		Subtotal	-	-	400	400
TOTAL BOARD OF ADJUSTMENT EXPENDITURES			-	-	4,252	4,252

Capital Reserve Fund

Mission:

The capital reserves funds account for funds set aside for projects that present a long-term capital investment, or that may be related to some sort of capital expense in the future.



CAPITAL RESERVE FUND REVENUES VS EXPENDITURES

RESERVE FUND - 21 / DEPARTMENT DETAIL

ACCT. NO.	Project Code	ACTUAL FY 19/20	BUDGET FY 20/21	BUDGET FY 21/22
REVENUES				
<i>TRANSFER IN FROM THE GENERAL FUND BY DEPARTMENTS FOR THE FUTURE</i>				
4100	Fiber Optic Phone System Replacement	5,000		5,000
4100	Document Imaging System			-
4130	Finance Software Upgrade			-
4270	Fuel Storage Tank	12,000		12,000
4270	Town Board Walks and Dock Repairs	8,000	8,000	10,000
4270	Future Sidewalk USA - 158	254,000		
4270	HVAC replacement at Fire Station			5,000
4270	Caterpillar Backhoe replacement			15,000
4310	Police Department Building		2,000,000	-
4340	Fire Truck and Equipment	100,000	500,000	30,575
4340	In - House Training Equipment	15,000		
4340	800 mhz - Radio Replacements		25,000	25,000
4410	Storm Damage/ Beach Nourishment	110,093	133,177	196,111
4910	Land Use Plan Update	5,000		-
	Interest Earnings	4,498		-
	Capital Reserve Appropriated	-		2,030,000
TOTAL RESERVE FUND REVENUES		513,591	2,666,177	2,328,686
EXPENSES				
<i>TRANSFER OUT TO THE GENERAL FUND FROM THE RESERVE</i>				
4100	Town website	-	-	-
4100	IT Development	-	-	-
4270	Bathhouse Repairs/Replacement			-
4270	Grapple / Dump Truck			-
4310	Police Department Building			2,000,000
4340	Fire Department Training Equipment			30,000
4410	Storm Damage/Beach Nourishment			-
<i>TRANSFER TO THE RESERVE FUND FOR FUTURE CAPITAL PROJECTS</i>				
	Interest Earned	4,498		-
4100	Fiber Optic Phone System Replacement	5,000		5,000
4100	Town Website	-		-
4100	IT Development	-		-
4100	Document Imaging System	20,000		-
4130	Finance Software Upgrade	5,000		-
4270	Bathhouse Reapirs/Replacement	20,000	8,000	-
4270	Fuel Storage Tank Replacement	12,000		12,000
4270	Town Wide Boardwalk & Storage Repair	8,000		10,000
4270	Future Sidewalk USA 158	254,000		
4270	HVAC replacement at Fire Station			5,000
4270	Caterpillar Backhoe replacement			15,000
4310	New Police Department Station		2,000,000	-
4340	Future Fire Truck Replacement	100,000	500,000	30,575
4340	In - House Training Equipment	15,000		-
4340	800 mhz - Radio Replacements		25,000	25,000
4410	Storm Damage/Beach Nourishment	110,093	133,117	196,111
4910	Land Use Plan Update	5,000		
TOTAL RESERVE FUND EXPENDITURES		558,591	2,666,117	2,328,686

Debt Policy & Schedule

The Town's formal debt policy is consistent with that contained in North Carolina General Statutes 160-A. 20. This policy states that the issuance of bonds through an installment purchase contract shall be financed for a period not to exceed the anticipated useful life of the project.

Furthermore, it has been the current Town Council's practice to make every effort to avoid debt-service to pay for capital projects or operating expenses in the General Fund. The Town has historically planned and set aside capital reserve funds for the purchase of large capital projects to avoid debt service. The Town has taken the "pay as you go" approach.

The FY 2021/2022 budget does include adding \$1,500,000 of debt service for the Police, Fire/EMS substation given the total cost of the project anticipated at \$3,500,000. The Town did set aside \$2,000,000 in cash to help offset the total debt required for this project. The Town will not secure the financing until estimates are established after the design phase is completed.

The Beach Nourishment Project which was established by the adoption of Capital Project Ordinance No. 15-03, in which all funds are derived by the special obligation bond and repaid by dedicated revenue sources. This debt is shared between Dare County and the Town of Kitty Hawk through an inter-local agreement with Dare County. Dare County is contributing approximately 55% of the principal and interest payments yearly. The final payment of the initial Beach Nourishment project will be paid in 2021.

BEACH NOURISHMENT

Fund	Project	Loan Origination Date	Original Loan Amount	FY 21/22 Principal & Interest	Outstanding Principal Balance	Expected Pay-Off Date
Beach Nourishment Fund	Beach Nourishment	04/01/16	10,185,309	2,018,798	-	12/15/21
Police, Fire/EMS Substation	Police, Fire/EMS Substation	7/1/2021	1,500,000	100,000	1,500,000	7/1/2036

Total Payments by Fund

General Fund	150,000
Beach Nourishment Fund	2,018,798

Statistical Data & Demographics

Year Incorporated: Kitty Hawk was established in the early 18th century as Chickahawk. The Town incorporated in 1981.

Form of Government: A five-member Town Council, including a Mayor, is elected at-large to establish policy for the Town. A Town Manager appointed by Council implements that policy in running the Town's government.

Geography/Location: Kitty Hawk is a Town in Dare County North Carolina and is part of what is known as North Carolina's Outer Banks. Kitty Hawk is located on the East Coast of the United States and is part of a string of barrier islands. The Town is surrounded by the Atlantic Ocean to the East and the Albemarle Sound to the West. The Town is nestled between the Town of Southern Shores to the North and Kill Devil Hills to the South.

Size: The Town's corporate boundary encompasses 5,248 acres (8.2 square miles), of which 5,235 acres (8.18 square miles) are land and 30.46 acres (.0476 square miles).

Topography: The topography of Kitty Hawk is relatively flat, with elevations ranging from 4 to 38 feet above mean sea level (MSL) per the North American Vertical Datum of 1988. The Town is approximately 3 miles wide from the Atlantic Ocean to the Currituck Sound at the widest point and approximately $\frac{3}{4}$ of a mile wide at its narrowest point.

Shoreline: There are approximately 10.7 miles of shoreline in the Town, including 3.6 miles of Atlantic Ocean beach, 3.3 miles of Kitty Hawk Bay shoreline, and 3.8 miles of shoreline fronting the Albemarle Sound.

Climate: Kitty Hawk, NC climate is warm during summer when temperatures tend to be in the 70's and cold during winter when temperatures tend to be in the 40's.

The warmest month of the year is July with an average maximum temperature of 86.40 degrees Fahrenheit, while the coldest month of the year is January with an average minimum temperature of 35.80 degrees Fahrenheit.

The annual average precipitation at Kitty Hawk is 51.61 Inches. Rainfall in is fairly evenly distributed throughout the year. The wettest month of the year is August with an average rainfall of 5.64 Inches.

Population: According to the 2010 United States Census the population was 3,272.

Demographics (2010 U.S. Census):

- Of the Town's total population (3272):
 - 4.28% are younger than 4 years old;
 - 14.23% between ages of 5 to 17 years old;
 - 66.38% between ages of 18 to 64 years old;

- 14.91% are 65 years and over.

Income in 2014 (2010-2014 American Community Survey 5-Year Estimates): Median household income was \$52,975

- 5.4% of families made less than \$10,000
- 42.6% of families made between \$10,000 and \$50,000.
- 39.9% of families made between \$50,000 and \$100,000.
- 17.6% of families made more than \$100,000.

Race/Ethnicity (2010 U.S. Census)

- 96.3 % White
- 1.1 % Black or African American
- .2% American Indian and Alaska Native
- .8% Asian
- .1% Native Hawaiian and Another Pacific Islander
- .5% Some Other Race

General Statute Requirements

G.S. 159-8. Annual balanced budget ordinance.

- (a) Each local government and public authority shall operate under an annual balanced budget ordinance.
- (b) The budget ordinance of a unit of local government shall cover a fiscal year beginning July 1 and ending June 30.

G.S. 159-9. Budget officer.

- (a) Each local government and public authority shall appoint a budget officer to serve at the will of the governing board. In counties or cities having the manager form of government, the county or city manager shall be the budget officer.

G.S. 159-10 Budget Requests

- (a) Before April 30 of each fiscal year (or an earlier date fixed by the budget officer), each department head shall transmit to the budget officer the budget requests and revenue estimates for his/her department for the budget year.

G.S. 159-11 Preparation and submission of budget and budget message

- (a) Upon receipt of the budget requests and revenue estimates and the financial information supplied by the finance officer and department heads, the budget officer shall prepare a budget for consideration by the governing board in such form and detail as may have been prescribed by the budget officer of governing board.
- (b) The budget, together with a budget message, shall be submitted to the governing body not later than June 1. The budget and budget message should, but need not, be submitted at the formal meeting of the board.
- (c) The governing body may authorize or request the budget officer to submit a budget containing recommended appropriations in a manner that will reveal for the governing board the nature of the activities supported by the expenditures that exceed estimated revenues.
- (d) The budget officer shall include in the budget a proposed financial plan for each intragovernmental service fund, and information concerning capital projects.
- (e) The budget shall include a statement of the revenue neutral property tax rate for the budget.

G.S. 159-12 Filing and publication of the budget; budget hearings

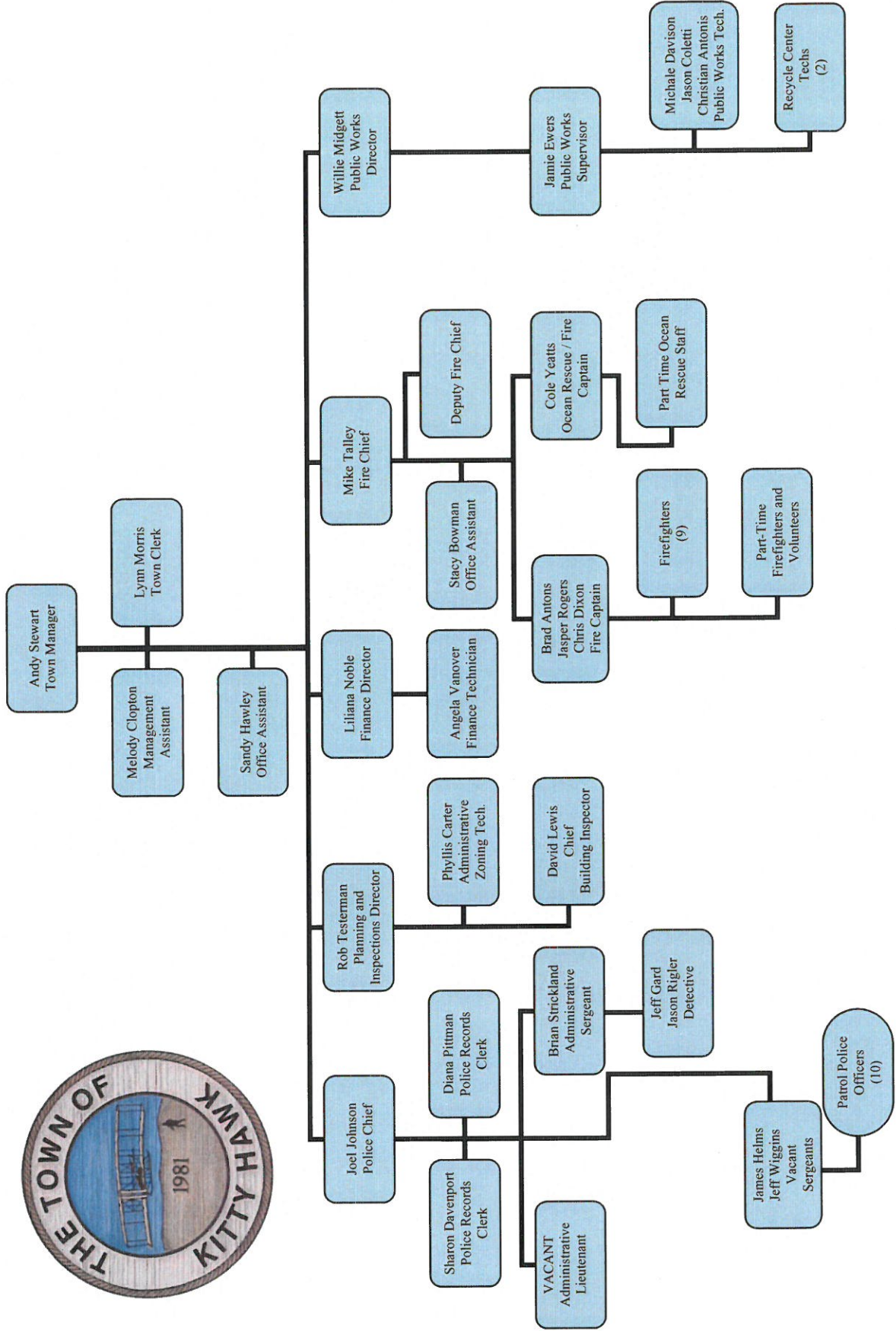
- (a) On the same day that he/she submits the budget to the governing board, the budget officer shall file a copy of it in the office of the clerk to the board where it shall remain available for public inspection until the budget ordinance is adopted.
- (b) Before adopting the budget ordinance, the board shall hold a public hearing at which time any persons who wish to be heard on the budget may appear.

G.S. 159-13 The budget ordinance

- (a) Not earlier than 10 days after the day the budget is presented to the board and not later than July 1, the governing board shall adopt a budget ordinance making appropriations and levying taxes for the budget year in such sums as the board may consider sufficient and proper, whether greater or less than the sums recommended by the budget.

The Town's budget addresses three main types of governmental funds:

1. **General Fund**, the Town's primary operating fund, containing all financial resources of the general government except those required to be accounted for in another fund.
2. **Capital Reserve Fund**, established to account for long-term capital investment projects and other large purchases anticipated in the future.
3. **Capital Project Fund**, established for the construction or acquisition of capital assets (capital projects) or for projects that are financed in whole or at least in part by bonds, notes, or debt instruments.

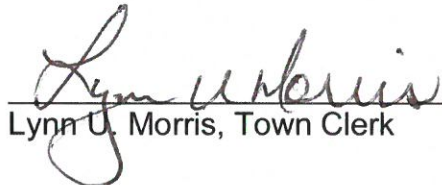


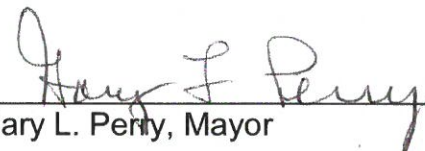
<u>Grade</u>	<u>Position</u>	<u>Minimum</u>	<u>Maximum</u>
52		\$27,911.34	\$49,566.21
53		\$29,306.90	\$52,044.50
54		\$30,772.24	\$54,646.72
55	Public Works Technician Police Records Clerk Office Assistant/Receptionist	\$32,310.84	\$57,379.04
56		\$33,926.40	\$60,248.02
57		\$35,622.72	\$63,260.41
58	Public Works Supervisor	\$37,403.85	\$66,423.43
59	Finance Technician Police Officer I Firefighter I	\$39,274.04	\$69,744.59
60	Police Officer II Firefighter Engineer Administrative Zoning Technician Administrative Records Technician	\$41,237.74	\$73,231.82
61	Police Officer III/Master Police Officer Master Firefighter	\$43,285.70	\$76,868.69
62	Detective I & II Fire Lieutenant	\$45,464.62	\$80,738.10
63	Fire Captain Police Sergeant I & II Ocean Rescue Director * Fire Inspector/Code Enforcement	\$47,737.86	\$84,775.02
64	Chief Building Official Town Clerk*	\$50,124.74	\$89,013.75

<u>Grade</u>	<u>Position</u>	<u>Minimum</u>	<u>Maximum</u>
65		\$52,630.99	\$93,464.46
66	Management Assistant*	\$55,262.52	\$98,137.66
67		\$58,025.64	\$103,044.53
68		\$60,926.94	\$108,196.78
69	Deputy Fire Chief* Police Lieutenant* Finance Director* Public Works Director*	\$63,973.28	\$113,606.61
70	Director of Planning and Inspections*	\$67,171.94	\$119,286.93
71	Police Chief * (1) Fire Chief* (1)	\$70,530.54	\$125,251.29
72	Town Manager*	\$74,057.07	\$131,513.85

* Exempt position as defined by the Fair Labor Standards Act (FLSA)

Approved by the Kitty Hawk Town Council this 7th day of June 2021.


Lynn U. Morris, Town Clerk


Gary L. Perry, Mayor

Approved Positions for FY 2021-2022
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Department	Full-Time	Part-Time
Administration	4	0
Finance	2	0
Planning & Inspections	3	0
Public Works	5	2
Police	18	2
Fire	16	6
Total	48	10



Longevity Awards		
Name	Date of Hire	Amount
Joseph Case	07/01/2016	\$500
Sharon Davenport	07/06/1996	\$2,000
Jason Coletti	05/22/2017	\$500
Michael Davison	11/08/2016	\$500
Christopher Dixon	07/01/2016	\$500
Johnson, Joel	07/10/2001	\$2,000
Lewis, David	12/29/2016	\$500
David McCulloch	07/01/2016	\$500
Jesse McNeill	01/22/2012	\$1,000
William Midgett	08/04/2006	\$1,500
Lynn Morris	03/05/1987	\$2,000
Kyle Stotler	07/01/2016	\$500
Total		\$12,000.00
Last Year Longevity Award		\$6,500
Total Change		\$5,500

Retiree Health Insurance Payments			
Retiree Health Insurance Payments for FY 2021-2022			
Name	Health Benefit	Life Insurance	Total Year
Doris Pruitt	\$1,800.00		\$1,800.00
Bob Nicholl	\$4,500.00		\$4,500.00
Richard Reid	\$4,500.00		\$4,500.00
Mike Eubank	\$1,500.00		\$1,500.00
Bob Morris	\$9,640.00	\$133.00	\$9,748.00
Eugene McLawhorn	\$5,500.00	\$133.00	\$5,608.00
Mike Carver	\$9,400.00		\$9,400.00
Tony Garrett	\$2,640.00		\$2,640.00
David Ward	\$9,400.00		\$9,400.00
Jimmy Ray Watts	\$4,700.00		\$4,700.00
Lavelle Jenkins	\$6,245.00		\$6,245.00
Kenneth Strickland	\$4,700.00		\$4,700.00
Wade Styons	\$9,400.00		\$9,400.00
JP Askew	\$7,050.00		\$7,050.00
Total	\$80,975.00	\$260.00	\$81,191.00

Separation Allowance			
Name	Monthly Separation Allowance	Annual Separation Allowance	Date of Retirement
Mike Carver	\$1,471.10	\$17,953.22	10/1/10
David Ward	\$1,872.53	\$22,735.70	1/1/13
Jimmy Ray Watts	\$1,182.55	\$14,190.54	2/1/16
Wade Styons	\$1,541.50	\$18,498.00	10/1/20
Kenneth Strickland	\$1,626.46	\$9,758.76	01/1/22
Total	\$7,694.14	\$83,136.22	

Fee Schedule

Item	Fee
Town Merchandise	
Town of Kitty Hawk Hats	\$14.00
Town of Kitty Hawk License Plates	\$8.50
Town of Kitty Hawk Police Patch	\$5.00
Town of Kitty Hawk Fire Department Patch	\$5.00
Town Flag	\$85.00
Town 25th Anniversary Cookbook	\$9.00
Town Documents	
Copy of Town Meeting DVD	\$10.00
Copies from Town Copy Machine	\$0.25 per page
Zoning Book (Chapter 42)	\$25.00
Zoning Maps	\$3.25
Town Code Book	\$130.00
Town Budget Copy	\$10.00
Fire Incident Report (First Copy Free)	\$0.10/page for additional copies
Town Miscellaneous Fees	
Smith Room Rental Fee	\$30.00
Fire Department Meeting Room	\$30.00
Special Meeting /Town Council	\$825.00
Horse Registration Initial Fee	\$25.00
Horse Registration Annual	\$5.00 per horse
Dune Sign	\$31.00
Road Sign Repair	\$250.00
Christmas Tree Permit	\$100.00 Refundable Permit
Police Department	
Accident Report \$5.00	\$5.00
False Alarm -1 st Call in a Month	No charge
False Alarm -2 nd Call in a Month	\$50.00
False Alarm- 3 rd Call in a Month and subsequent calls	\$100.00
Kayak Permits(Annually)	\$300.00
Annual Fee for Precious Metal Permit	\$180.00
Employee Permit for Precious Metal (initial)	\$10.00
Employee permit for Precious Metal (annual)	\$3.00
Special Occasion Permit	\$180.00
Video from In Car Camera	\$15.00

Item	Fee
Handicapped Parking Violation	\$100.00
All other Parking Violations	\$25.00
Fire Department	
Fire Inspection-1 st Inspection	No Charge
Fire Inspection -1 st Follow –up	No Charge
Fire Inspection-2 nd Follow –up	\$50.00
Fire Inspection- 3 rd and subsequent follow-ups	\$100.00
False Alarm- 1 st Call in a Month	No Charge
False Alarm- 2 nd Call in Month	\$50.00
False Alarm -3 rd Call in a Month and Subsequent Calls	\$100.00
Hazardous Materials Fee (per Hour)	\$190.00
Water Flow Test	\$250.00
Witness Water Flow Test	\$50.00
PLANNING PERMIT AND FEES	
General Planning Fees	
Zoning Compliance - Residential	\$35.00
Zoning Compliance – Commercial	\$75.00
Type I Home Occupation Fee	\$50.00
Type II Home Occupation Permit	\$100.00
Outdoor Gathering Permit Fee	\$50.00
Outdoor Gathering Permit Fee with Tent	\$75.00
Planning Board Special Meeting	\$825.00
Short Term Business Registration	\$10.00
Pre-application Conference	
Pre- Planning Application	\$255.00
PCD/PUD	\$535.00
BC3	\$0.15/sq. ft. of building
Site Plans	
Commercial	\$150 minimum, or: calculated area of proposed change
Heated Area	\$0.50 /sq ft
Unheated area	\$0.30 /sq ft
Parking Lot	\$0.02 /sq ft
All other new development not included elsewhere, excluding open decks and walkways	\$0.30/sq ft
Multifamily/Townhouse/Hotel/Motel	\$125/unit
Garbage / Trash can fee	
	\$125/home; \$200 for 4 bedrooms \$ up (2 cans)

Fee Schedule

Item	Fee
Conditional Use Permits	
Conditional Use Permit	\$300.00
CUP- Family Dare Care	\$50.00
CUP- Residence in a Commercial Zone	\$25.00
Subdivision Plan Review	
Subdivision	\$100.00/lot
Exempt Subdivision	\$50.00/lot
Erosion and Sediment Control	
Land Disturbance Permit(less than 5,550 sq ft of disturbance)	\$35.00
Residential Erosion and Sedimentation Control Permit(5,500 sq. ft. or greater)	\$150.00
Commercial Erosion and Sedimentation Control Permit(5,500 sq. ft. or greater)	\$0.01/sq. ft. of disturbed area,\$1,000 maximum
Signs	
New Sign	\$50.00
Temporary Sign /Banner	\$25.00+\$50.00 deposit
Change of sign Face	\$25.00
Zoning Text/Map Amendment	
Zoning Text Amendment	\$250.00
Map Amendment(Rezoning)	\$300.00
Wireless Communication Facility Review	
Concealed attached WCF	\$4,500.00
Collocated or combined WCF	\$4,500.00
Freestanding Concealed WCF	\$5,000.00
Non-concealed Freestanding WCF	\$6,000.00
Board of Adjustment	
Variance Request	\$300+ Advertising Cost
Variance after the fact	\$510.00
Appeal of Zoning Decision	\$300.00
CAMA	
CAMA Minor Permit	\$100.00
Refund Schedule	
Pre- Planning Board Review	\$75% refund
If planning Board has begun review	\$50% refund
Pre-Council Review	\$25% refund
Miscellaneous Permits and Fees	
Sprinkler System	\$100.00

Item		Fee
Fire Suppression		\$100.00
Battery Systems		\$50.00
Compressed Gasses		\$50.00
Fire Alarm & Detection Systems and related Equipment		\$100.00
Fire Pumps and Related Equipment		\$100.00
Flammable and Combustible liquids		\$50.00
Hazardous Materials		\$50.00
Industrial Ovens		\$50.00
Private Fire Hydrants		\$50.00
Spraying or Dipping		\$50.00
Standpipe Systems		\$100.00
Irrigation Systems Building Permit		\$100.00
Type I Home Occupation Fee		\$50.00
NOTE: Double fees will apply to all permits if work has commenced prior to an application approval.		
Building Permit Fees		
Building permit valuations shall include cost of the job (including materials and labor) such as building, electrical, plumbing, mechanical, gas, fire protection and other service systems. If a job appears to be underestimated, the inspector may estimate the proposed work at fair market rates. One and /or two family dwellings shall be estimated at a minimum \$65.00 square foot, for permitting purposes. Minimum 24 hours requested for inspections.		
1.First \$1,000 of estimated cost(minimum fee)-\$50.00, plus per \$1,000 after the first(round up to the next\$1,000) (\$5.00/\$1,000)		
2.Above –ground Swimming Pool		\$40.00
3.Building Demolition		\$75.00
4.Day Care, ABC License, inspections, etc.		\$50.00
5.Moving a Building and /or Approved, labeled Modular Unit		\$250.00
6.Manufactured mobile home (includes building, electrical, plumbing and mechanical fees		\$250.00
Insulation		
1.Minimum permit fee applies to each dwelling		\$50.00/unit and /or tenant space
Plumbing		
1.Minimum Permit fee applies to each dwelling unit and /or tenant space		\$50.00, plus \$5.00 per fixture, trap or similar device.
Gas		
1.Minimum permit fee applies to each dwelling unit/or tenant space		\$35.00, plus \$5.00 per gas outlet/connection
Mechanical		
1.Walk –in cooler or freezer; Commercial cooking		\$50.00/hood

Fee Schedule

Item	Fee
2.Heating, air- conditioning and /or combination unit	\$50.00 per unit, plus per fire, radiation and/or smoke damper-\$5.00
3.Minimum Permit Fee	\$40.00 plus Non-walk in cooler, freezer, and/or other equipment
Electrical	
1.Temporary Service	\$40.00
2.Temporary Service w/construction site trailer	\$50.00
3.Approved/Labeled Modular(per service size)	Per service size
4.0-200 Ampere Service	\$75.00 plus \$0.50 per ampere above 200.00
5.Minimum permit fee	\$40.00, plus (waive minimum permit fee, if associated work is [performed in conjunction with new service and /or service change)
5a.Openinings 1-100 receptacle, switches or fixtures	\$25 plus \$0.10 for each additional opening over 100
5b. Sub-panel , Transformer, Generator	\$40.00 each
5c. Baseboard heaters(per thermostat) Signs, Fuel dispensers, "freestanding" per parking light poles, Manufactured Home Pedestals	\$6.00 each
5d. In- ground swimming pools	\$10.00
5e. Exhaust fans,/hood, range, oven, dryer, dishwasher, garbage disposal, water heater, spa, hot tub, whirlpool, window A/C, Thru the wall heat pump, motor and other equipment/ machinery, etc.	\$6.00 each
NOTE: In addition to each individual service, applicable items a-e also apply to each dwelling unit and / or tenant space.	
Administrative and /or Negligence Fees	
Permit Refund	\$50.00
Permit Transfer	\$100.00
Negligence fee and /or re-inspection	\$50.00/trade
Starting work without permit	\$Double Permit Fees
Homeowner Recovery fee	\$10.00
Flood Insurance Certification	\$25.00 each
Condemnation Inspection in Association with NFIP	\$75.00

Glossary & Acronyms

See list of acronyms used in this document at end of glossary.

Affordable Care Act - The Patient Protection and Affordable Care Act (PPACA) – also known as the Affordable Care Act or ACA, and generally referred to as Obamacare – is the landmark health reform legislation passed by the 111th Congress and signed into law by President Barack Obama in March 2010.

Appropriation – Funds authorized by Town Council for a specific use.

Assessed Value – The value set by the County Property Appraiser on taxable real property as a basis for levying property taxes.

Balanced Budget – A budget in which total revenues available from taxes and other sources, including amounts carried over from prior fiscal years, equal total expenditures and reserves. North Carolina Law requires municipalities to have balanced budgets.

Beach Nourishment - is the process of dumping or pumping sand from elsewhere onto an eroding shoreline to create a new beach or to widen the existing beach. Beach nourishment does not stop erosion, it simply gives the erosional forces (usually waves) something else to "chew on" for a while.

Budget – A financial plan estimating proposed expenditures for the fiscal year and proposed means of financing such expenditures.

Budget Calendar – A schedule of dates the Town follows in preparing and adopting the budget.

Capital Expenditures – Expenditures over \$5,000 which acquire or add to capital assets, such as land, buildings, improvements other than buildings, machinery, furniture, equipment, etc.

Capital Improvements Plan (CIP) – A financial plan for the construction or purchase of infrastructure, facilities, equipment, vehicles, and technology assets needed over the next five years.

Capital Reserve Fund – A fund used to account for long-term Capital Projects

Classification Plan - A tool in implementing a compensation system that helps ensure equal pay for substantially equal work.

Fund – A separate set of accounts with revenues and expenditures for a defined purpose.

Fund Balance – The amount of revenues exceeding expenditures in a governmental fund. The fund balance in the Town's General Fund constitutes the Town's reserves.

Fund Balance Policy – Funds in the City’s reserves committed to unforeseen emergencies (e.g., natural disasters) and other non-routine expenditures formally approved by Council.

General Fund – The Town’s primary operating fund, containing all financial resources of the general government except those required to be accounted for in another fund.

Municipal Service District - A municipal service district, commonly referred to as a Business Improvement District, is a financing mechanism used to provide revenue for a variety of services that enhance, not replace, existing Town services

Operating Expenses – Expenditures for goods and services needed to run the Town’s day-to-day operations.

Ordinance – A formal legislative enactment by the Town Council which has the full force and effect of law within the Town’s boundaries, provided it does not conflict with any higher-level law such as a statute or constitutional provision.

Personnel Expenditures – Salaries and wages, overtime, shift differential, Social Security and retirement contributions, life and health insurance, workers’ compensation, unemployment compensation, and State-mandated training.

Property (Ad Valorem) Tax – A tax levied on the tax-assessed value of real property.

Reserves – Funds set aside for emergencies, unforeseen necessary expenditures, or identified for a specific purpose.

Revenues – Money coming in from various sources to fund expenditures.

Tax Rate – A tax levied on the assessed value of real property and personal property located within the Town, determined by multiplying the tax-assessed value by the tax rate set by the Town Council.

Transfers – Monies shifted from one fund (where it is shown as an expenditure) into another fund (where it is shown as revenue).

Acronyms Used Throughout This Document:

ABC - Mixed Beverage Tax

BN – Beach Nourishment

BN MSD – Beach Nourishment Municipal Service District

CAMA – Coastal Area Management Act

CIP – Capital Improvements Plan

DNR NC – Department of Natural Resources North Carolina

FY – Fiscal Year

FICA – Federal Insurance Contributions Act (federal payroll tax)

GHSP – Governors Highway Safety Program

GCC – Governor’s Crime Commission

HDHP – High Deductible Health Plan

IT – Information Technology

NCVTS – North Carolina Vehicle Transportation System

NCLGERS – North Carolina Local Governmental Employees’ Retirement System

MSD – Municipal Service District

RMS – Records Management System

SCBA - Self Contained Breathing Apparatus

Town of Kitty Hawk Five-Year Capital Improvements Plan FY 2021 to 2026



<u>Section</u>	<u>Page No.</u>
Introduction.....	2-3
Capital Reserve Fund Balances.....	4
Five Year Capital Improvement Plan Chart.....	5
Capital Project Requests by Department.....	6-15

What is a Capital Asset/Project

For Kitty Hawk's purposes, a capital asset/project is an asset/project or item that costs over \$5,000 and has an expected useful life of more than two years. Projects and items exceeding this threshold are considered to be outside of day-to-day operating expenditures for the Town's departments. These are major projects or purchases and need to be planned for by the Town.

The Importance of Capital Budgeting

Capital budgeting is an extremely important planning tool in the overall budgeting process of any organization. Capital budgeting requires foresight and encourages each department, and the organization as a whole, to think about and plan for future needs and resources. In the atmosphere of shrinking resources and growing demand on those resources that many local governments are now facing, capital budget planning is more important than ever.

Identifying Capital Projects

The Town of Kitty Hawk uses a variety of means to determine what projects are included and funded as capital projects. Most often, the Town's staff identifies capital projects based on projected growth or anticipated outcomes. The Town also uses master plans to identify capital projects. Each of these sources is discussed below in greater detail.

Staff - Each year prior to the Town's budget development process, each department submits a five-year capital improvement plan identifying needed capital projects.

Vehicle Replacements are identified according to the Town's vehicle replacement policy. The vehicle replacement policy is the vehicle has to meet one or more of the following criteria: (1) Mileage exceeds 100,000 miles; (2) Exceeds ten (10) years of age; and/or (3) High vehicle maintenance and repair.

Master Plans - Master plans are another way to determine future needs of a department or of the Town as a whole. These plans can be prepared by consulting firms or by Town staff often with significant input from citizens. Once the plans are completed, they are forwarded to the Town Council for consideration and adoption.

Funding for Capital Needs

The Town has several options to pay for capital projects. The Town may use operating revenues, grant funds, capital reserves, installment purchase contracts, or available fund balance. While this is not an exhaustive list of funding options, as projects are needed other funding sources may need to be identified and explored. Each of these options is discussed below in greater detail.

1. **Operating Revenues** - Operating revenues are revenues that are generated on an annual basis and are expended by the Town for day-to-day operations.
2. **Grants** - Grant funds, when available and applied for, are a way to pay for capital projects. There are a multitude of grant opportunities for a wide variety of projects.
3. **Capital Reserves** - Capital reserves are monies that are set aside specifically for future funding of larger capital items. These funds may be assigned for capital needs, or unassigned, which means that they may be used for any capital expenditure upon approval by Council. To establish a Capital Reserve, the Council will need to pass a resolution.
4. **Capital Project and Grant Project Ordinances** - A Capital Project is financed in whole or part by bond proceeds, notes, or other debt instruments or a project involving the construction or acquisition of a capital asset. A grant project is one which is "financed in whole or in part by revenues received from the federal and/or State government for operation or capital purposes as defined by the grant contract" [G.S. 159-13.2(s)(2)]. A grant or project ordinance is a budget ordinance covering the revenue and expenditures related to a particular project without regard to time.

These types of ordinances, which take the place of an annual budget ordinance for the activities in question, are best suited for large, complex projects that will take more than one fiscal year to complete or are not part of the unit's recurring operations and expenditures.

5. **Installment Purchase Contracts** - Installment purchase contracts are a local government's means to finance the purchase of equipment or infrastructure. The Town borrows money from a lender in order to pay for a project and then pays the principal plus any interest back to the lender. The term of the contract will typically depend on the size and cost of the project.
6. **Fund Balance** - The Town may also decide to allocate available fund balance in order to fund a project. Fund balance represents the Town's "savings account". It is important that the use of fund balance to pay for projects is closely monitored along with cash flows for the Town to maintain an adequate percentage of annual expenses in fund balance. Maintaining a healthy fund balance is essential to the overall financial condition of the Town and its financial ratings. The availability and use of fund balance is also critical to recovering from natural disasters when the need for resources and services is at its highest and revenues from FEMA or state agencies are not reimbursed until a later date. The Town's policy is to maintain at least \$3.5 million in the fund balance for natural disasters or extraordinary events.

Capital Reserve Fund Balance

CAPITAL RESERVE FUND BALANCE						
Department	Description	Actual FY 18/19	Actual FY 19/20	Budget FY 20/21	Budget FY 21/22	Ending Balance FY 21/22
	Interest in investments (Estimate)	8,320	4,498	-	-	21,411
4100	IT Development	-	-	-	-	54,071
4100	Fiber Optic Phone System Replace.	5,000	5,000	-	5,000	35,000
4100	Document Imaging System	20,000	-	-	-	20,000
4130	Finance Software Upgrade	5,000	(10,000)	-	-	-
4270	Bathhouse Repairs/Replacement	20,000	(20,000)	-	-	-
4270	Fuel Storage Tank Replacement	12,000	12,000	-	12,000	41,000
4270	Board Walks and Dock Repairs	8,000	8,000	8,000	10,000	34,000
4270	Future Sidewalk US 158	-	254,000	-	-	254,000
4270	Town Park & Recreation Develop.	-	-	-	-	144,735
4270	HVAC Replacement at Fire Station	-	-	-	5,000	5,000
4270	Caterpillar Backhoe replacement	-	-	-	15,000	15,000
4310	Police Department Building	120,000	-	2,000,000	(2,000,000)	120,000
4340	Fire Truck & Equipment	80,000	100,000	500,000	30,575	734,736
4340	Fire Department Air Compressor	-	(40,000)	-	-	-
4340	Fire Department Training Equip.	15,000	15,000	-	(30,000)	-
4340	800 mhz- Radio Replacements	-	-	25,000	25,000	50,000
4410	Storm Damage /Beach Nourish.	120,373	63,979	133,117	196,111	2,530,003
4910	Land Use Plan Update	15,000	5,000	-	-	20,000
Total		428,693	397,477	2,666,117	(1,731,314)	4,078,955

The spreadsheet above is a detailed description of funds that have been set aside in previous years for future capital purchases and a projection of ending fund balances in FY 21/22. These funds are restricted for the identified purpose listed. These funds help offset the cost of large capital purchases and provide a financial planning tool for the Town. These funds can be reassigned, however, would require approval by the Town Council.

5 YEAR CAPITAL IMPROVEMENTS PLAN						
Project Name	Funding	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26
Non-Departmental (4100)						
Fiber Optic Town Wide Phone System Replacement	Reserve	5,000	5,000	5,000	5,000	5,000
TOTAL NON-DEPARTMENTAL		5,000	5,000	5,000	5,000	5,000
Finance (4130)						
No request	Operating	0	0	0	0	0
TOTAL FINANCE		0	0	0	0	0
Public Works (4270)						
Town Hall Septic Replacement/Drain fiel/Pump	Operating	0	20,000			
Fire Department - Exterior Paint	Operating	0	0	30,000		
Vehicle Replacement(s)	Operating	35,000	35,000			
Fuel Storage Tank Replacement	Reserve	12,000	12,000			
Boardwalks and Docks Repairs	Reserve	10,000	10,000	10,000	10,000	10,000
Replacement Pruitt Park Palyground	Operating	0	50,000			
Dump Trailer Replacement	Operating	9,000				
HVAC Replacements Fire Station	Reserve	5,000	5,000	5,000	5,000	5,000
Replacement Caterpillar Backhoe	Reserve	15,000	15,000	15,000	15,000	15,000
TOTAL PUBLIC WORKS		86,000	147,000	40,000	10,000	30,000
Police (4310)						
Police Equipment	Operating	38,000	34,000	30,000	56,000	44,000
Vehicles Replacement(s)	Operating	76,000	114,000	116,000	118,000	120,000
Future Police Department Station	Reserve	0	0	0	0	0
TOTAL POLICE		114,000	148,000	146,000	174,000	164,000
Fire (4340)						
Self Contained Breathing Apparatus	Operating			20,000		
Gym Equipment	Operating		6,000			
Bunker Gear Replacement	Operating		25,000			
Training Equipment Site (\$30K from Reserves)	Operating	45,000				
Replacement Fire Truck	Reserve	30,575	50,000	50,000	50,000	50,000
Fire Equipment	Operating	25,000		25,000		
800mhz - Radios replacement	Reserve	25,000			30,000	30,000
Vehicle Replacement	Operating					40,000
TOTAL FIRE		125,575	81,000	95,000	80,000	120,000
Ocean Rescue (4370)						
800 mhz - Radio replacement	Operating				20,000	
TOTAL OCEAN RESCUE		0	0	0	20,000	0
Planning (4910)						
Vehicle Replacement	Operating		35,000			
TOTAL PLANNING		0	35,000	0	0	0
Powell Bill Funds						
Streets Resurfing Project	Operating	120,000	120,000	120,000	120,000	120,000
TOTAL POWELL BILL		120,000	120,000	120,000	120,000	120,000
TOTAL 5 YEAR CIP EXPENDITURES		450,575	536,000	406,000	409,000	439,000

**Capital Improvements Plan
Department Project Requests**

Fiscal Year 2021/2022 to 2025/2026

Non – Departmental

Phone System Replacement/Fiber Optic Connectivity

Description: Replace Phone System/Fiber Optic Connectivity

Justification: The current phone system at the police department is used to accept incoming calls, make outgoing calls, receive messages after office hours and store voicemail messages for staff in their absence. The phones at each workstation were placed into operation in 1997. The voicemail portion of the phone system was part of a prior system in operation at the Town Hall. When the Town Hall purchased their new system around 2000 the police department was given the old one. Due to technological advances in telephonic communications the existing phones and voicemail system have outlived their life expectancy. The manufacturer no longer produces parts or repairs any of the components of the existing system.

The Town is also setting aside funds for future connection between Town owned facilities of fiber optic. Fiber Optic will provide a higher bandwidth for the Town and provide for a more reliable phone system for the Town.

Estimated Cost:	FY 2021-2022	\$5,000
	FY 2022-2023	\$5,000
	FY 2023-2024	\$5,000
	FY 2024-2025	\$5,000
	FY 2025-2026	\$5,000

Funding: Reserve

Finance Department

No Requests

Town Hall Pump Station/Drain Field

Project/Item Description: Rebuild/replace existing sewage pumps and replace drain field.

Justification: The current pumps/drain field have been in service since 1989. The company responsible for inspecting the system recently inspected the drain field and deemed it to be operating properly. Therefore, the Town continues to fund its future replacement when necessary.

In 2019 Public Works constructed a man hole and access panel in the existing system to aid in the removal of persistent clogging pipe clogging being experienced in the plumbing system.

Estimated Cost: FY 2022-2023 \$20,000

Funding: Operating Revenue

Paint Exterior of Firehouse

Project/Item Description: Paint the exterior of the Firehouse.

Justification: The exterior of the Firehouse will need painting due to the extremes of the salt air. The steel roof supports have already been repainted by the Public Works Dept. Rust is beginning to show on the steel.

Estimated Cost: FY 2023-2024 \$30,000

Funding: Operating Revenue

Vehicle Replacement(s)

Project/Item Description: Replace 2010 F150 & 2014 Dodge Ram Truck

Justification: Projected high mileage and maintenance costs indicate a need to replace the vehicle. In addition, the vehicles usually have substantial rust due the environment by the 10-year policy replacement threshold.

Estimated Cost: FY 2021-2022 \$35,000 (Replace 2010 F150)
FY 2022-2023 \$35,000 (Replace 2014 Dodge Ram Truck)

Funding: Operating Revenue

Fuel Tank Storage Replacement

Project/Item Description: Replace the existing Emergency Fuel/Gasoline Storage Tanks.

Justification: The frame for these tanks has started to corrode. Also, the cofferdam where these tanks are housed is not in compliance with environmental requirements. In addition to these issues, in an emergency situation where electrical power has been lost, we require a portable generator and an extension cord to operate the pumps. This is not the safest nor most desirable way to operate for emergency fuel dispensing.

Estimated Cost:	FY 2021-2022	\$12,000
	FY 2022-2023	\$12,000

Funding: Reserve

Boardwalk & Dock Repairs

Description of the Project or Item(s): Boardwalk & Dock Repairs.

Justification: The Town has multiple parks that are constructed of wood material that are beginning to age. These structures will need to be repaired or replaced at some point in time in the future as needed. The budgeting for this reserve recognizes that these repairs will be a budgetary concern in the future.

Estimated Cost:	FY 2021-2022	\$10,000
	FY 2022-2023	\$10,000
	FY 2023-2024	\$10,000
	FY 2024-2025	\$10,000
	FY 2025-2026	\$10,000

Funding: Reserve

Replacement of Pruitt Park Playground Equipment

Description of the Project or Item(s): Replace/Update Playground Apparatus

Justification: The Paul Pruitt Park will eventually need to update and replace some playground equipment at the highly utilized Paul Pruitt Park. Playground equipment over time corrodes and will become unsafe for child play.

Estimated Cost:	FY 2022-2023	\$50,000
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Funding: Operating Revenue

Dump Trailer Replacement

Description of the Project or Item(s): Replace 8'X12' Dump Trailer

Justification: Current trailer has corrosion that will compromise the strength of the trailer. It is not cost effective to repair.

Estimated Cost: FY 2021-2022 \$9,000

Funding: Operating Revenue

Backhoe Replacement Reserve

Description of the Project or Item(s): Replace 2007 Caterpillar Backhoe

Justification: Backhoe will be 20 years old in 2027.

Estimated Cost:	FY 2021-2022	\$15,000
	FY 2022-2023	\$15,000
	FY 2023-2024	\$15,000
	FY 2024-2025	\$15,000
	FY 2025-2026	\$15,000

Funding: Reserve

HVAC Replacements Fire Station

Description of the Project or Item(s): The Fire Station has five (5) commercial HVAC units. Units are currently operational but will require replacement in future.

Justification: Age of Fire Station will require HVAC replacement at some point in the future.

Estimated Cost:	FY 2021-2022	\$5,000
	FY 2022-2023	\$5,000
	FY 2023-2024	\$5,000
	FY 2024-2025	\$5,000
	FY 2025-2026	\$5,000

Funding: Reserve

Police Department

Police Equipment

Description of the Project or Item(s): In-car Camera Systems & Bullet Proof Vests

Justification: The Kitty Hawk Police Department's In-Car Camera Systems are currently on a five- year replacement rotation. This rotation is due to the extreme environment of heat, cold, salt and sand that these systems are exposed to, as well as the periodic technological updates in hardware and software. It is in the best interest of the Town from a liability, as well as financial standpoint, to maintain this rotation schedule. Also, the Town must also replace bullet proof vests that have expired. Expenses may be deferred by funds received from the Governor's Highway Safety Program LEL Grant and other grants.

Estimated Cost:	FY 2021-2022	\$44,000
	FY 2022-2023	\$44,000
	FY 2023-2024	\$41,000
	FY 2024-2025	\$67,000
	FY 2025-2026	\$43,000

Funding: Operating Revenue

Police Patrol Vehicle Rotation

Description of Project: Replacement of Police Vehicles

Justification: The present policy for replacement of Police vehicles is based upon the vehicle has to meet one or more of the following criteria: (1) Mileage exceeds 100,000 miles; (2) Exceeds ten (10) years of age; and/or (3) High vehicle maintenance and repair. It is anticipated that as many as three (3) vehicles can be replaced on an annual basis. The amounts include decals and cost of installing equipment along with laptops.

The Police Department evaluates the condition of the vehicles with the Town Manager on an annual basis and desires to maintain the rotation of the vehicles so that there exists an efficient and operational fleet that will provide the maximum amount of public safety.

Estimated Cost:	FY 2021-2022	\$ 76,000 (2 patrol vehicles)
	FY 2022-2023	\$ 114,000 (3 patrol vehicles)
	FY 2023-2024	\$ 116,000 (3 patrol vehicles)
	FY 2024-2025	\$ 118,000 (3 patrol vehicles)
	FY 2025-2026	\$ 120,000 (3 patrol vehicles)

Funding: Operating Revenue

Future Police Department Station

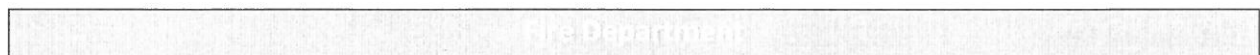
Description of Project: Establishes a reserve for a future Police Department. (Reserve Balance \$170,000)

Justification: The Town of Kitty Hawk Police Department has occupied the existing building since 1996. The lot size allows little room for expansion. There is currently a need for some major improvements to the existing station such as sewage system replacement, driveway repairs from standing water, remodeling restroom facilities, and other improvements. The Police Department has outgrown the existing station. The building is also located in a flood zone and the inside of the building has received flood damage twice since 2007.

By establishing the reserve the Town Council is recognizing the potential need for a future Police Department Station in the future or major renovations to the existing station. The temporary plan funds a reserve until FY 2021-2022 at which time the Council would decide if funds are available to requests bids.

Estimated Cost:	FY 2021-2022	\$ 200,000
	FY 2022-2023	TBD

Funding: Reserves



Self-Contained Breathing Apparatus (SCBA) Replacement Program

Description of the Project or Item(s): Annually replace three 4.5 psi air-packs with integrated PASS alarms, voice amplification, buddy-breathing system, visual low air warning devices, and thirty-minute carbon-fiber bottles.

Justification: This replacement schedule is to meet current and future employer requirements specified in OSHA standards for respiratory protection and safety of employees and negates having to replace approximately 35 breathing apparatus and 70 bottles at one time.

Estimated Cost:	FY 2023-2024	\$20,000
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Funding: Operating Revenue

Gym Equipment

Description of the Project or Item (s): The Fire Department has a health maintenance program that is supported by gym equipment.

Justification: The Department is attempting to maintain the gym facility at the Fire Department by updating pieces of gym equipment as needed. The equipment is utilized by the Fire Department and other Town employees to improve the overall health and conditioning of Town employees. These types of purchases aid in lowering the employee health care costs to the Town by encouraging physical fitness.

Estimated Cost: FY 2022-2023 \$6,000

Funding: Operating Revenue

Bunker Gear Replacement

Description of the Project or Item(s): Replacement of expired bunker gear used in fire suppression.

Justification: The replacement of bunker gear is requested due to aging and low inventory of bunker gear for current members with the anticipation that several more sets will need to be purchases as a result of a new volunteer recruitment effort. The bunker gear has a ten (10) year life expectancy so it is imperative that gear is replaced prior to expiration.

Estimated Cost: FY 2022-2023 \$25,000

Funding: Operating Revenue

In-House Training Equipment

Description of the Project or Item(s): Funds the construction and/or purchase of inhouse training equipment. (Reserve Balance \$30,000)

Justification: Training Equipment will consist of various firefighting training props to assist with maintaining practical firefighting skills. The various training props will consist of equipment both purchased and constructed. Examples of the props: forcible entry, roof ventilation, Denver drill, and SCBA maze. Each of the props will be portable and not affixed to a site.

Currently, the fire department does not have routine convenient access to a training facility containing the various training resources toward maintaining firefighting practical skills. The

closest regional fire training facility is located in Buxton which is over an hour away. Purchasing and constructing training equipment will greatly aid maintaining critical skills and prevent travel time and costs in utilizing the Buxton fire training facility.

Estimated Cost: FY 2021-2022 \$45,000

Funding: Operating Revenue

Future Fire Truck Purchase & Future Reserve

Description of the Project or Item(s): The reserve is being established to replace fire engines on a more routine basis and to ensure funds are available when equipment is beyond useful life.

Justification: The Town approved purchase of a new pumper truck to replace the 1990 Grunman which is beyond it's useful life. The Fire Department is requesting funds to be set aside to ensure funds are available when future engines are beyond their useful life.

Estimated Cost:	FY 2021-2022	\$30,575
	FY 2022-2023	\$50,000
	FY 2023-2024	\$50,000
	FY 2024-2025	\$50,000
	FY 2025-2026	\$50,000

Funding: Operating Revenue

Fire Equipment

Description of the Project or Item(s): Purchase items such as new fire hoses, personal protection, vehicle extrication equipment, and air masks

Justification: In order to meet OSHA and State Regulations equipment must be in good working order. This capital line item was established in 2018 to aid in keeping equipment up to date and establishing a reliable and consistent replacement plan.

Estimated Cost:	FY 2021-2022	\$25,000
	FY 2023-2024	\$25,000

Funding: Operating Revenue.

800 mhz Radio Replacements

Description of the Project or Item(s): Purchase new 800mhz Radios

Justification: Replaces older radios that are approaching their useful life. The Town will be joining a county-wide effort in hopes of receiving grant funding for these radios. However, if the effort is unsuccessful the Town will need to replace the radios.

Estimated Cost:	FY 2021-2022	\$25,000
	FY 2024-2025	\$30,000
	FY 2025-2026	\$30,000

Funding: Operating Revenue

Vehicle Replacement(s)

Project/Item Description: Replace 2014 Ford Expedition

Justification: Projected high mileage and maintenance costs indicate a need to replace the vehicle. In addition, the vehicles usually have substantial rust due the environment by the 10-year policy replacement threshold.

Estimated Cost:	FY 2025-2026	\$40,000 (Replace 2014 Ford Expedition)
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Funding: Operating Revenue

Ocean Rescue

800 mhz Radio Replacements – Ocean Rescue

Description of the Project or Item(s): Purchase new 800mhz radios

Justification: Replaces older radios that are approaching their useful life. The Town will be joining a county-wide effort in hopes of receiving grant funding for these radios. However, if the effort is unsuccessful the Town will need to replace the radios. In previous years, older radios were passed down to Ocean Rescue, however, the existing radios will become obsolete in 2025.

Estimated Cost:	FY 2024-2025	\$20,000
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Funding: Operating Revenue

Vehicle Replacement(s)

Project/Item Description: Replace 2010 Ford F150 Truck – Building Official

Justification: Projected high mileage and maintenance costs indicate a need to replace the vehicle. In addition, the vehicles usually have substantial rust due the environment by the 10-year policy replacement threshold.

Estimated Cost: FY 2022-2023 \$35,000 (Replace 2010 Ford F150 Truck)

Funding: Operating Revenue

Road Resurfacing

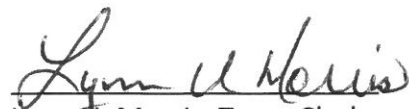
Road Resurfacing

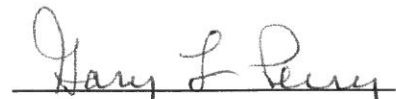
Project/Item Description: Annual resurfacing program as determined by Public Works Director.

Estimated Cost:	FY 2021-2022	\$120,000
	FY 2022-2023	\$120,000
	FY 2023-2024	\$120,000
	FY 2024-2025	\$120,000
	FY 2025-2026	\$120,000

Funding: State Funded

Adopted by the Kitty Hawk Town Council this 7th day of June 2021.


Lynn U. Morris, Town Clerk


Gary L. Perry, Mayor

